

CORK CITY COUNCIL SOCIAL INCLUSION AUDIT

Comhairle Cathrach Chorcaí Aonad Cuimsithe Sóisialta



Approved by General Council on the 8th of December 2003
Faofa ag an Ard-Chomhairle ar an 8ú Nollaig 2003



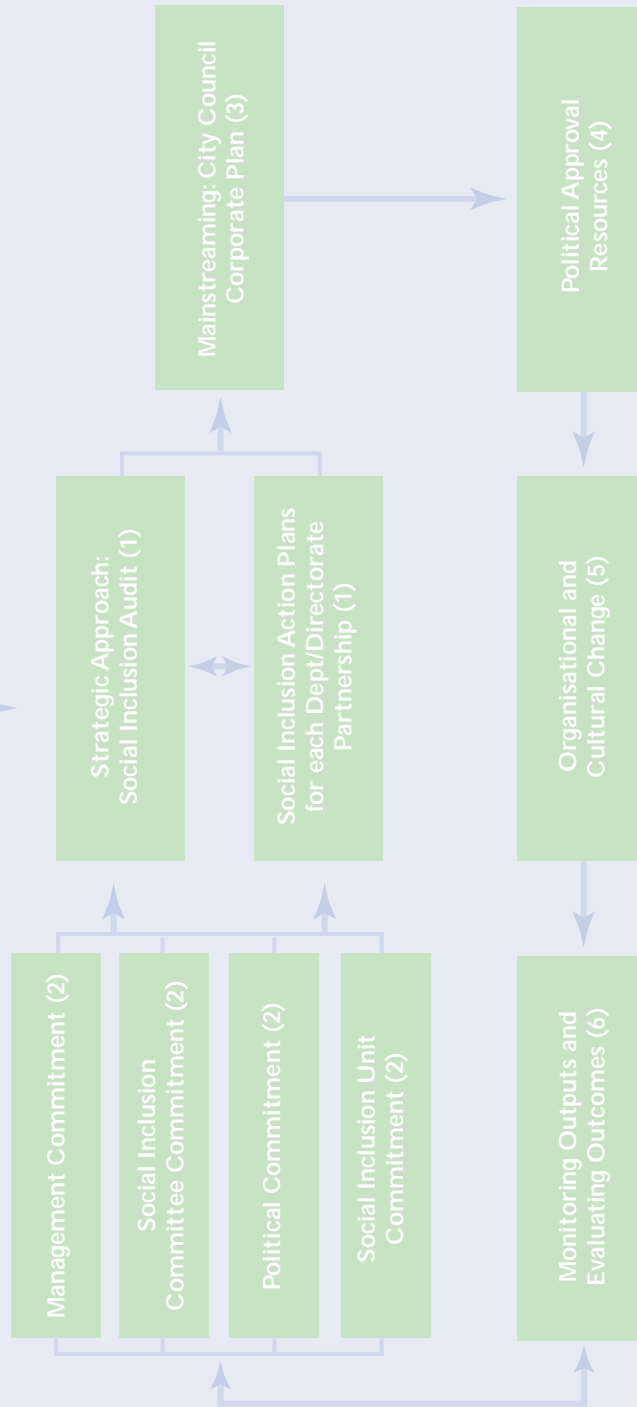
CORK CITY COUNCIL SOCIAL INCLUSION AUDIT COMHAIRLE CATHRACH CHORCAI AONAD CUIMSITHE SÓISIALTA



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National Policy: Implementation of National Anti-Poverty Strategy at local level



Foreword



I welcome the publication of Cork City Council Social Inclusion Audit and Action Plan. It will serve as a strategic tool, which will provide a better understanding of the activities the City Council undertakes in the area of social inclusion. It will help to improve the services provided by the City Council towards the most disadvantaged groups and areas in Cork City. The Audit and Action Plans are informative, accessible and practical tools for all members of staff and the public.

The contribution of staff from every Department and Directorate of the City Council has been very important for the completion of this Audit and Action Plan. A particular thanks is due to the staff who represent their Departments and Directorates on the Social Inclusion Committee. Their role is crucial for the successful embedding of social inclusion criteria in policy making in the City Council.

Finally, I would like to commend the Social Inclusion Unit for publishing this Audit and Action Plan and Pat Ledwidge, Director of Services, Community and Enterprise, for supporting this process.

Chomhairle Cathrach do na dreamanna agus na ceantair atá faoin mibhuntaíste is mó i gCathair Chorcaí. Uirlisí eolasacha, inrochtain, praiticiúla iad an tIniúchadh agus an Plean Gníomhaíochta do bhaill uile na foirne agus don phobal.

Bhí ionchur ón bhfoireann i ngach Roinn agus Stiúrthóireacht de Chomhairle na Cathrach fíorthábhachtach leis an Iniúchadh agus an Plean Gníomhaíochta seo a thabhairt chun críche. Tá focal ar leith buíochais tuillte ag na baill sin den bhfoireann atá ina n-ionadaithe ag a Ranna agus ag a Stiúrthóireachtaí ar an gCoiste um Chuimsiú Sóisialta. Tá a ról san obair seo ina riachtanas glan má tá cuimsiú sóisialta le neadú mar chritéar i gceapadh a bpolasáí don Chomhairle Cathrach.

Mar fhocal scoir, ba mhaith liom an tAonad um Chuimsiú Sóisialta a mholadh as an Iniúchadh agus an Plean Gníomhaíochta seo a fhoilsiú, agus ba mhaith liom an moladh céanna a thabhairt do Pat Ledwidge, Stiúrthóir Seirbhísí, Pobal agus Fiontraíocht, as a chuid tacaíochta don togra seo.

Brollach

Fearaim fáilte roimh fhoilsiú an Iniúchadh agus an Plean Gníomhaíochta um Chuimsiú Sóisialta ag Comhairle Cathrach Chorcaí. Beidh seo mar uirlis straitéiseach feasta le tuiscint níos fearr a sholáthar ar na gníomhaíochtaí a bheidh ar bun ag Comhairle Cathrach Chorcaí maidir le cuimsiú sóisialta. Cabhróidh sé le feabhas a chur ar na seirbhísí a sholáthraíonn an

J. GAVIN,
City Manager,
Bainisteoir Cathrach.



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The Social Inclusion Unit would also like to thank the City Council Manager, Joe Gavin, for his commitment and support, and the Management Team for their leadership and commitment.

Thanks are also due to all of the City Council staff within each Directorate and Department that contributed not only to the interview process and the finalisation of this report, but to the ideas and outcomes of this Audit.

The completed Audit is the result of a long process in the exchange of ideas, of mutual understanding of people's jobs and of support and co-operation among staff at all levels.

The research and policy analysis for the Social Inclusion Audit was carried out by Maria Minguella, with the support of Donal Guerin and Cork City Council Social Inclusion Committee.

Buíochas

Tá an tAonad um Chuimsiú Sóisialta buíoch de Fhoireann uile Chomhairle Cathrach Chorcaí as a gcuid tacaíochta agus a gcomhoibriú le linn an Iniúchta seo ar Chuimsiú Sóisialta, go háirithe den Choiste um Chuimsiú Sóisialta gurb iad seo a leanas a chuid Ball: Members are: Siobhán Horgan; Michael Mulcahy; Aileen O'Connor; Norma Murphy; Noreen Mulcahy; Finbarr Allison; Oliver Forbes; Harling Hayes; Stephen Scully; Maeve Dineen; Barbara Creed; Don O'Callaghan; Linda Hanley; Jim O'Donovan; Ernest Burns; Mark Collins; Maureen Ryan; Derry O'Donovan; Liz Donovan; Eileen O'Leary; Declan Roche; Andy Lyons; Claire Wallace; Mary Hegarty; John D. Flynn, Siobhan Daly, agus Tina Healy.

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Tá buíochas tuillte chomh maith ag foireann uile Chomhairle na Cathrach laistigh de gach Stiúrtóireacht agus Roinn a chabhraigh, ní hamháin leis an bpróiseas agallaimh agus críochnaithe na tuarascála seo, ach le smaointe agus torthaí an Iniúchta chomh maith.

Is ann don iniúchadh seo de thoradh malartaithe smaointe agus tuairimí, comhthuisctint ar phostanna a chéile agus tacaíocht agus comhoibriú idir bhaill na foirne ag gach aon leibhéal.

Dhein Maria Minguella, le tacaíocht ó Dónal Guerin agus Coiste Cathrach Chorcaí um Chuimsiú Sóisialta, an taighde agus an anailis pholasáí don Iniúchadh cuimsithe Sóisialta.

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Introduction to Cork City Council Social Inclusion Audit

Réamhfhocal ar Iniúchadh um Chuimsiú Sóisialta Chomhairle Cathrach Chorcaí

1

CORK CITY COUNCIL SOCIAL INCLUSION AUDIT

The *Cork City Council Social Inclusion Audit* is the outcome of a year and a half-long process of meetings and interviews, which have built strong City Council inter-departmental staff networks for the purpose of working for the most disadvantaged areas and groups of Cork City. During this time period, the Social Inclusion Unit has analysed and built a detailed understanding of how the City Council works and how it is organised. The Unit has also developed an in-depth knowledge of the activities and policies of the City Council and how they relate to social inclusion. This Audit is the result of this understanding.

A particular key contribution that has guaranteed the completion of this Audit is the Social Inclusion Committee, which was established a year and a half ago to support the objectives of the Social Inclusion Unit. The Committee is made of two members from each City Council Directorate and Department. The members of the Committee have been extremely supportive and committed to the process of completing this Audit and the Social Inclusion Action Plan. The completed Audit and Action Plan are the result of a long exchange of ideas, of mutual understanding of people's jobs and of support and co-operation among staff at all levels.

This Audit and the Social Inclusion Action Plan for Cork City Council will be integrated into and applied to the new Corporate Plan. The Corporate Plan will be the process by which social inclusion will be mainstreamed into Cork City Council corporate policies.

The objectives of this *Cork City Council Social Inclusion Audit* are:

- To present in a clear manner the activities the City Council undertakes in relation to Social Inclusion.
- To set a baseline built based on the understanding of the activities the City Council undertakes in relation to Social Inclusion. Developing this baseline has provided the opportunity to identify the social inclusion focus of the services and activities the City Council already undertakes and provides.
- To recognise and gather together the successes of Cork City Council on Social Inclusion.
- To build on the strengths and find the gaps through a series of recommendations obtained from the experience of key staff within the City Council and the Social Inclusion Unit.
- To develop and implement a *Cork City Council Social Inclusion Action Plan. The Action Plan will be integrated within the new City Council Corporate Plan in order to mainstream social inclusion in corporate policies.* This Action Plan is in a separate document and identifies a series of specific short term and long term actions, which are based on the findings of the Audit.
- To lead nationally the development of guidelines on how to poverty proof the work of local authorities.

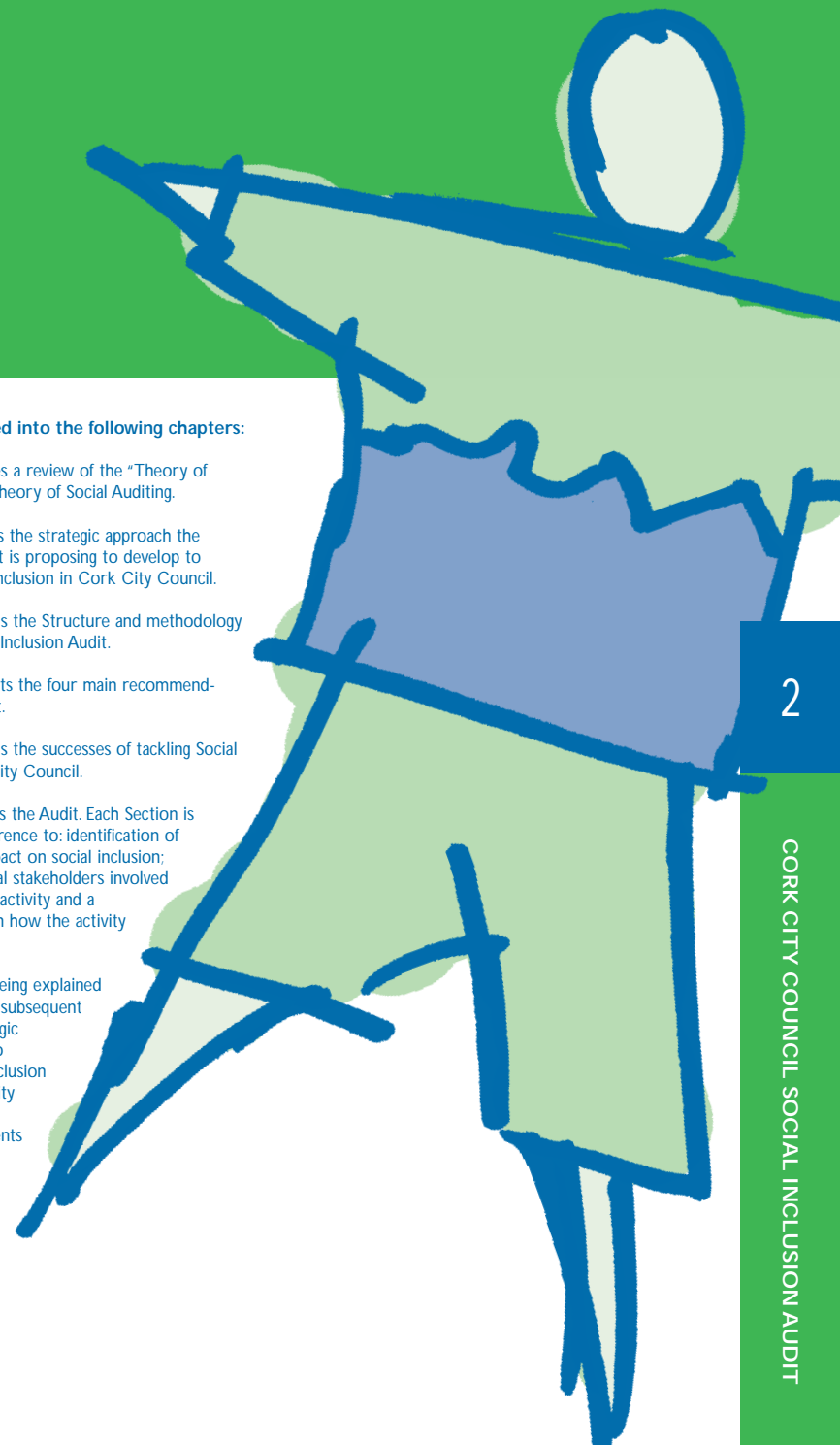
The Audit is divided into the following chapters:

- **Chapter 1** provides a review of the "Theory of Change?" and the Theory of Social Auditing.
- **Chapter 2** explains the strategic approach the Social Inclusion Unit is proposing to develop to mainstream social inclusion in Cork City Council.
- **Chapter 3** presents the Structure and methodology used for this Social Inclusion Audit.
- **Chapter 4** highlights the four main recommendations of this Audit.
- **Chapter 5** presents the successes of tackling Social Inclusion in Cork City Council.
- **Chapter 6** contains the Audit. Each Section is described with reference to: identification of activities, which impact on social inclusion; external and internal stakeholders involved in carrying out this activity and a recommendation on how the activity can be improved.

The process that is being explained and presented in the subsequent chapters is the strategic framework needed to incorporate Social Inclusion into the way Cork City Council provides its services and implements its policies.

2

CORK CITY COUNCIL SOCIAL INCLUSION AUDIT



Chapter

1

An Introduction to the theory of Social Auditing and the Theory of Change

Seoladh isteach ar theoric Iniúchta Sóisialta agus ar Theoric an Athraithe

Introduction

This chapter describes and explains two theories; the “Theory of Change” and the “Theory of Social Auditing”. Both of these models draw from the current theoretical context in which organisations can mainstream social inclusion. These theories investigate how social inclusion can be integrated at the core of an organisation in terms of its social policy and practices. The theories were adapted to the circumstances and context in which the City Council works.

The Social Inclusion Unit should also clarify the reason why this document was named the City Council “Social Inclusion Audit” instead of “Theory of Change Audit” or “Social Audit”. These three terms have similar meanings, but they all have their unique background and context in which they were developed. Therefore when the City Council Social Inclusion Audit was carried out, it drew extensively from the “Social Auditing” process and the “Theory of Change” process, but it was uniquely named the “Social Inclusion Audit” because it was specifically adapted to the context and circumstances of Cork City Council.

This chapter subsequently explains why the Social Inclusion Audit was developed as the strategic approach to mainstream social inclusion in Cork City Council. It also describes how the Social Inclusion Unit is proposing to mainstream social inclusion in Cork City Council through the setting up of structures and tools. The City Council Social Inclusion Action Plan is the outcome of this Social Inclusion Audit. The latter is a set of short-term and long-term actions to which each Directorate and Department has committed in order to start mainstreaming social inclusion in Cork City Council.

This Chapter has the following sections:

1. The “Theory of Change” and “Social Auditing”:

1A - Theory of Change:

- What does the Theory of Change mean and what are the implications of implementing it?

2A - Theory of Social Auditing

- What does Social Auditing mean and what are the implications of implementing it?
- What is the Origin of Social Auditing?
- Has it been implemented before in the public sector?
- Has Social Auditing been implemented in the public sector?
- Has Social Auditing been implemented in Ireland?
- What are the stages of carrying out a Social Audit?
- What are the benefits and drawbacks of Social Auditing?

1. The “Theory of Change” and Social Auditing

1.A THE THEORY OF CHANGE

What does the Theory of Change mean and what are the implications of implementing it?

In the UK, Social Inclusion Units have been established in Local Authorities for four years through the National Exclusion Programme. This Programme facilitated the establishment of the Local Authorities’ Social Exclusion Network (LASE) in 1999, which is made of 30 leading local authorities’ Social Inclusion Units. LASE provides a forum for Local Authorities to exchange information on their own experiences and to develop their capacity for integrating Social Inclusion within Local Authorities. The Network also provides a forum for Local Authorities to maximise their contribution to policies through the research support of the Local Government Inclusion Unit and the Warwick University Business School. The latter have already published papers on the experience of Local Authorities and Social Inclusion. Research based on the experience of the 30 Local Authorities through the LASE has enabled Warwick University and the Local Government Inclusion Unit to develop a model, called the “Theory of Change?”.

The LASE programme has identified a number of key issues which they think should be addressed by local authorities in the process of promoting and integrating social inclusion at the core of a local authority. These have been identified by UK Social Inclusion Units and include the following points:

- **Political leadership:** Political leadership provides initiative and support to local authorities on social inclusion. Success is likely to be limited without political commitment. Political involvement is as important as executive commitment.
- **Managerial leadership:** Leadership and direction on social inclusion requires political and managerial leaders working together. It is also crucial that corporate management commits to social inclusion. If this support does not exist it will be very difficult or almost impossible to generate commitment on social inclusion in a Local Authority.

- **Strategic approach:** A strategic approach on social inclusion within local authorities is crucial. There are two points that should be considered from the UK Local Authorities’ experience on setting up a strategic approach. These are:

1- “In some cases, developing a broad, comprehensive strategy seems to be the best way of generating wide ownership and commitment to social inclusion, but equally it may be that an approach which aims at “filling the gaps” which are not being addressed already by the authority, can be very effective.” (page 18).

2- “Research and analysis is particularly important in developing a strategy that seeks to understand the processes in which intervention is made. A social inclusion strategy is not an end point: it involves establishing baseline data, developing solutions, testing and reviewing the process. A strategy provides a common understanding of the causal processes of social exclusion and a framework to make a difference” (page 20)¹

- **Community engagement:** In the strategic approach there is a need to involve excluded communities during the process of developing and implementing policies for social inclusion.

- **Partnership:** Social Inclusion requires working methods with partners whom are actively engaged with vulnerable groups and areas.

- **Equalities:** The equality dimension needs to be reflected in the social inclusion strategy both at political and managerial level.

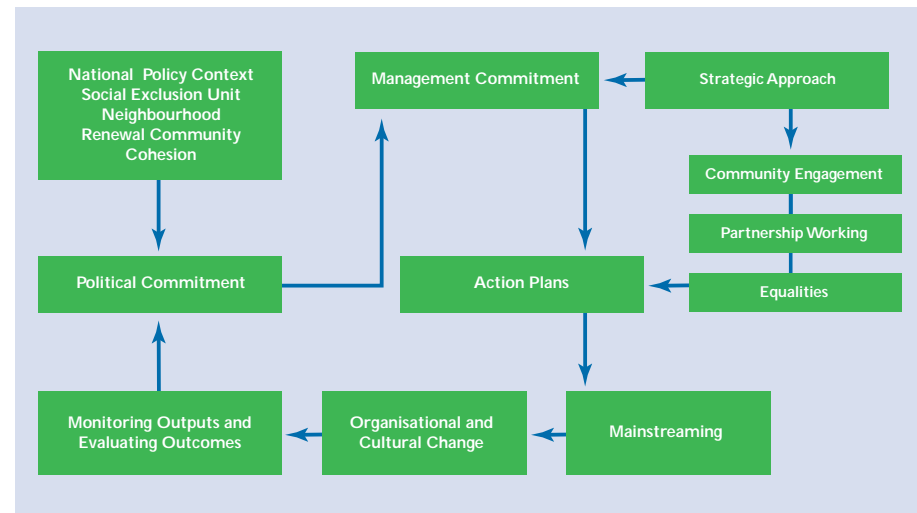
- **Action plans to be implemented from a strategic approach:** Action plans need to be developed and most importantly resourced.

- **Mainstreaming and organisational change:** Best value practices need to be associated with social inclusion objectives.

- **Monitoring and evaluation:** To assess if the social inclusion policies are working, they need to be monitored and also evaluated to see how they impact on communities who experience disadvantage. Partnership working on data collection and developing indicators can be very beneficial to the strategic process.

The LASE programme has prepared a diagram showing the links between all these issues in a model of the overall change process which must be undertaken if social inclusion is to be a core action within local authorities.

Diagram 1 - Tackling Social Exclusion - a theory of change?



¹ Mike Geddes and Ines Newman; “Report 10: Local Authorities and Social Exclusion Network”, University of Warwick Business School and LGIU; UK; July 2002.

This "Theory of change" diagram is described by Mike Geddes and Ines Newman in the following manner:

"The diagram suggests, first, that political commitment (1) is often and early step within a local authority. This political commitment needs to be paralleled by corporate management commitment (2), in order to enable the authority to develop and adopt a strategic approach to social inclusion (3). Any approach to social inclusion will require community engagement (4) and partnership working (5). The strategic approach adopted will need to be followed through by a range of actions - action plans, targets etc (6) and resources allocated to it (7). Equality policy will need to be aligned effectively with social inclusion (8). If the strategy is to fully engage the whole authority, it will need to be mainstreamed (9) across departments and across the local authority area. This is likely to require quite substantial organisational and cultural change (10). As the strategy is implemented, performance management arrangements (11) will be necessary, and, closely related, arrangements for monitoring and evaluation (12)." (page 6 and 7)²

The process above is the key to ensuring that Social Inclusion will be mainstreamed into a local authority. Political and managerial commitment is crucial and the use of a strategic approach fundamental. Resources are also very important. The setting up of structures that will maintain the process are also essential to ensure the process of mainstreaming social inclusion in a local authority is sustainable. The "Theory of change?" has provided a framework for the Social Inclusion Unit in Cork to work from. The next section explains the theory of Social Auditing.

2.A THEORY OF SOCIAL AUDITING

What does Social Auditing mean and what are the implications of implementing it?

The main aim of Social Auditing as described in the New Economics Foundation is:

"to improve social performance by better understanding it in relation to the goals of an organisation, and of its stakeholders."³

² Mike Geddes and Ines Newman; "Report 10: Local Authorities and Social Exclusion Network", University of Warwick Business School and LGIU; UK; July 2002.

³ John Pearce, Peter Raynard and Simon Zadek; "Social Auditing for Small Organisations: The Workbook"; New Economics Foundation; London, 1995.

⁴ John Pearce, Peter Raynard and Simon Zadek; "Social Auditing for Small Organisations: The Workbook"; New Economics Foundation; London, 1995.

In relation to the goals of an organisation the process of Social Auditing views objectives as being active and evolving. This is also expressed in the New Economic Foundation Workbook as follows:

"Objectives and values are not static objects, and do not exist merely because they are written down. Objectives and values are living things that must evolve as people within the organisation change and constantly reinterpret their mission. Social Auditing is not therefore simply a means of documenting objectives and shared values, but of understanding them, strengthening them, communicating them to others, and where necessary changing them."⁴

Therefore the process of Social Auditing enables an organisation to stand back and think:

- What is it that we are doing for people who experience "disadvantage"?
- Can we improve the way we work to have a bigger impact on them?
- Can they themselves identify how we can best meet their needs?

The essence of Social Auditing is, therefore, to listen, and take into account the views of all the stakeholders. It identifies what needs to be implemented to improve the future social performance of an organisation. One of the benefits of Social Auditing is that it shows the social inclusion achievements of the organisation. Chapter 3 also summarises the main achievements of the City Council in tackling Social Exclusion.

Social Auditing is also defined by The Dublin Get Tallaght Working (GTW) organisation in another way:

"Social Audit provides groups/organisations with the opportunity to review or develop its objectives and ask itself whether it is having the desired "impact" on its targeted community."⁵

Social Auditing is considered a more effective tool than an evaluation in that it is a constant and dynamic tool, while an evaluation is a once off project. Hence the process of Social Auditing is continuous and should improve the social performance of an organisation year on year with reference to its objectives and the expectations of stakeholders.

What is the origin of Social Auditing?

The idea and practice of Social Auditing emerged in the 1960's Europe and came about as a need for private company employers and their consumers to assess the rights of workers, employee equality within companies, and the impact on the local community. In many cases, social audits were initially developed without the support of company managers, which contributed to disharmony within the organisation. In the UK, one of the first organisations to emerge promoting Social Audits was "Social Audit Ltd", established by the Public Interest Research Centre. In the early 70's the Confederation of British Institute of Management encouraged its members "to accept codes of corporate behaviour and to publish statements of the social responsibilities". In Europe similar processes of Social Auditing emerged.⁶

The origins of social audit lie with the need to make business more accountable to the community, and to ensure that the impacts of businesses are clearly understood. Geddes' definition describes this in a concise way:

"Social Audit is best understood as a reaction against conventional accounting principles and practices. These centre on the financial viability and profitability of the individual economic enterprise. By contrast, social audit proposes a broader financial and economic perspective, reaching far beyond the individual enterprise.... Social Audit posits other goals as well as, or instead of, financial profitability... Moreover social audit attempts to embrace not only economic and monetary variable but also - as its name suggests- social ones, including some which may not be amenable to quantification in monetary terms."⁷

The Social Audit boom emerged in the 1990's where a significant amount of large companies were committed to the process of social auditing. Companies such as Tradecraft Exchange (UK), the Body Shop (UK), GM (USA), Ben & Jerry's (USA) were at the beginning of attempts to introduce the social dimension of business (Ministry of Environment in New Zealand, 2001). However, as it will be outlined in the next section, the public sector has not yet experienced a significant attempt to introduce social auditing. Instead corporate and community sectors have been at the core of the development of social auditing with the exception of local authorities in Denmark.

⁵ Internet web-site on Auditing EU Project called SETSAP: <http://www.setsap.fswnet.co.uk/>

⁶ Internet web-site on Auditing EU Project called SETSAP: <http://www.setsap.fswnet.co.uk/>

⁷ M Geddes; "The Social Auditing Movement" in *Green reporting the challenge of the Nineties*, Own D (ed); Chapman and Hall; UK; 1992.

⁸ Wil Low and Eileen Davenport; "Filling in the Gaps - Options for Developing Social and Ethical Reporting in a Triple Bottom Line Framework"; Ministry for Environment; July 2001, New Zealand.

Has it been implemented before in the Public sector?

Internationally the implementation of Social Auditing in the public sector has been very limited. John Pearce from Community Business in Scotland summarised the advancements of social auditing in the public arena as follows:

"The British Department for International Development (DFID) undertook a feasibility study (1998/9) but decided not to implement the proposals that the Department undertake a social audit of itself. A small unit within the Liverpool City Council (the LETS Development Team) undertook a social audit in 1997/8 and is doing so again in 2000/01 as are additional units including the Council's Social Economy Team & Arts Unit. At the time of writing it is understood that Watford Borough Council might be the first Local Authority to prepare social accounts while Hyndburn Borough Council are closely examining how to introduce the practice in their area.

Otherwise, there are no other known examples of the public sector engaging with social accounting and audit for itself, although there is increasing interest being shown in the process by public sector agencies as something they would like the bodies they fund to do".⁸

Recent indicators show that the health sector and libraries in the U.K., local Government in South Africa, India and the U.K., and social services/social sector in Canada shows that social auditing is getting a stronger focus in the public sector.

Has Social Auditing been implemented in Ireland?

The practice of Social Auditing in Ireland is quite recent and emerged in 1994/5. The number of Social Audits developed in Ireland is not yet extensive. However organisations, which have undertaken Social Audits include: National Rehabilitation Board (South East), the Irish Fair Trade Network, the Get Tallaght Working (Enterprise Developments) and Tallaght Child-care Company. Written information on Social Auditing in Ireland is very

limited because it is quite a new phenomenon. It is certain though, that in Ireland, no local authority has yet undertaken a Social Audit. Cork City Council is therefore a pioneer in this process and the Social Inclusion Unit will play a role in transferring this learning to other local authorities (e.g. through the Local Authority Anti-Poverty Learning Network).

What are the stages of carrying out a Social Audit?

The process of Social Auditing requires a number of stages, which are flexible and can be adapted to the nature of each organisation. The following is a standard template of each stage that forms a guideline for any organisation wishing to commit to the process. It should be pointed out that each stage should involve all the stakeholders that are committed to undertake the Social Audit (manager, management team, auditor, representatives of different departments, community and volunteer organisations, etc):

STAGE 1: Identify if the organisation is fully willing to commit to the process of Social Auditing

The first stage consists in identifying the full commitment of the organisation to develop the process of Social Auditing.

STAGE 2: Identify the Social Objectives of the Organisation

The second stage consists of identifying the Social Objectives of the Organisation and the actions it undertakes to meet those objectives.

STAGE 3: Identifying stakeholders and Setting Criteria

The third stage involves the identification of stakeholders that will be fully involved in the process of Social Auditing.

STAGE 4: Choosing indicators and targets

The fourth stage is a process of choosing indicators and targets for each improved objective and action undertaken in stage 2.

STAGE 5: Social bookkeeping (quantitative and qualitative)

The fifth stage consists of agreeing how indicators and targets will be collected and recorded. In this stage it will be decided when, how and who will collect and record the indicators for each objective and action.

STAGE 6: Main output

At the end of the process there are three main tasks that should be undertaken:

- 1 - The collection and analysis of qualitative information from the agreed stakeholder groups.
- 2 - The analysis, interpretation and verification of the quantitative data gathered during the year.
- 3 - The preparation of a draft social statement.

STAGE 7: Audit verifier and audit review

It is recommended that an external verification is carried out for the following reasons:

- for "cynics and disbelievers" who may think Social Auditing is another paper exercise.
- to prove to others that the Social Audit has been beneficial and carried out properly.
- To have an external view on the strengths and weaknesses of the actual Social Audit.

STAGE 8: Disclosing the outcome of the Audit and acting on the results

One of the principles of Social Auditing is that the Social Audit report is made available to all stakeholders in order for them to see the results, actions and decisions the organisation has made.

These Social Auditing stages are repeated periodically (every one, two or three years, depending on organisation) so that the organisation is constantly challenging its performance.⁹

What are the benefits and downfalls of Social Auditing?

There are quite a few references that show the benefits of practicing Social Auditing in the community, corporate and public sectors. The following is a list of the main benefits of Social Auditing and highlight how it embraces and brings about a number of different improvements to an organisation:

- 1- It allows the organisation to effectively monitor and steer performance.
- 2- It permits the "stakeholders" in the organisation to affect its behaviour (the stakeholders are all those people or groups who are affected by or who can affect the organisation).
- 3- It permits the organisation to report on its achievements.
- 4- It increases accountability (it gives credibility to the work of an organisation).
- 5- It affects positive organisational change by identifying specific organisational improvement goals.
- 6- It enhances the organisation's reputation.
- 7- It enhances strategic control by ensuring the organisation achieves its goals and strategies.
- 8- It provides increased confidence in the organisation's social areas, by improving its social performance year on year, in a way that is inclusive, participatory and transparent.
- 9- It can act as a strong marketing device.
- 10- It assists in dealing with change.

The main pitfalls of Social Auditing are:

- a- The use of human resources and the cost of the process (external monitoring).
- b- Social Auditing can be a daunting process and can bring to light controversial issues. At the same time this can be a value. As expressed by a Chief Executive in South Africa:

"As a chief executive, it really frightens me, and that I think is its value".¹⁰



⁹ References:

- 1- "Social Auditing for Small organisations", New Economic Foundation, John Pearce, Peter Raynard and Simon Zadek.
- 2- "Social Economy Transnational Social Auditing Programme (SETSAP)", Get Tallaght Working, web-site.
- 3- "Filling in the Gaps - Options for Developing Social and Ethical Reporting in a Triple Bottom Line Framework", Ministry of Environment in New Zealand, July 2001.

¹⁰ John Pearce, Peter Raynard and Simon Zadek; "Social Auditing for Small organisations", New Economic Foundation, 1995, UK.

Chapter

2

Mainstreaming Social Inclusion in Cork City Council

Príomhshruthú an Chuimsithe Sóisialta i gComhairle Cathrach Chorcaí



Social inclusion Audit for Cork City Council

The Cork City Council Social Inclusion Audit has been the strategic approach developed to mainstream social inclusion in Cork City Council. The Audit analyses the manner in which each Directorate or Department works, and presents in a structured way the nature of work of each Directorate/Department with recommendations. The Social Inclusion Audit is based on interviews carried out with City Council staff and data gathered on City Council policies. The Audit identifies City Council activities on social inclusion that already exist and discerns gaps where the City Council could strengthen the social inclusion focus of its work. The compilation of this Social Inclusion Audit started two years ago and has involved many City Council staff.

The first important characteristic to highlight is that the consultation process was limited to City Council staff. Incorporating social inclusion into the practices of the City Council was identified as the key objective. Once this process is completed, it is imperative that a process of public consultation should be carried out in the next review of this audit. A process of partnership with voluntary and non-voluntary groups who support disadvantaged groups in Cork City is envisaged within the City Council Social Inclusion Action Plan.

The social inclusion audit was undertaken in order to understand the nature of work the City Council carries out. It was also undertaken to identify those areas of action that can most enhance the effect the City Council Services have on the most vulnerable groups (disabled people, homeless people, elderly children, Travellers, etc) and areas (RAPID areas) of Cork City. The process of putting together this audit has taken place in conjunction with staff within each Department, Directorate and Section.

One of the requirements within social auditing practices is that the process of compiling an audit has to be the responsibility of the organisation itself. Eileen Davenport and Will Low, in the report "Filling in the Gaps - Options for Developing Social and Ethical Reporting in a Triple Bottom Line Framework" (July 2001) state:

"(Dierkes et al (1986))... that unless social reporting has some impact on the behaviour and attitude of all in the organisation, the whole process has been a waste of time and of little use. Managers must be able to see that the benefits of Social Auditing in the long run, will outweigh the costs of adopting the activity." (page 9)

Developed process to mainstream social inclusion in Cork City Council

The Social Inclusion Unit considered both the "Theory of Change?" and the theory on Social Auditing and applied them in the context of the working methods of Cork City Council. The process that the Social Inclusion Unit decided to develop relates to both theories, but is unique in that it was adapted to the framework of the City Council.

The Social Inclusion Unit has relied on a set of structures within the City Council that have ensured the completion of the Social Inclusion Audit and the making of a City Council Social Inclusion Action Plan. The latter is a set of short-term and long-term actions that each Directorate and Department has committed to undertake in order to start the process of mainstreaming social inclusion in Cork City Council.

There are four key structures that will guarantee the sustainability of mainstreaming social inclusion in Cork City Council:

1- **The Social Inclusion Committee** was set up in September 2002 with representatives from each Directorate/Department. The role of the Committee is to mainstream social inclusion in their own Directorates/Departments with the support of the Social Inclusion Unit.

2- **The Manager and the Management Team** commitment and leadership is crucial to ensure social inclusion is mainstreamed in the City Council.

3- **The SPC's, Corporate Group and General Council** are vital for the implementation of the Audit and Plan. Both the Social Inclusion Audit and Action Plan will be presented to the political structures for consideration, suggestions and approval.

4- **The Social Inclusion Unit's** role is important to ensure that the process of mainstreaming social inclusion in Cork City Council becomes sustainable.

The commitment of these four structures is essential. Without the commitment of any one of them the whole process of cultural and organisational change on social inclusion within the City Council will fail.

This City Council Social Inclusion Audit and the Social Inclusion Action Plan *will be integrated into the new Cork City Council Corporate Plan*. The Combat Poverty Agency has granted funding, training and staff support to strengthen this process. A steering group has been set up to lead this procedure. Members of the steering group include Cork City Partnership, Combat Poverty Agency and Cork City Council Staff.

Steps on how social inclusion will be mainstreamed in Cork City Council

The Social Inclusion Unit believes that in order to mainstream social inclusion in Cork City Council the following steps, which are represented in Diagram 2, should be taken:

(1)- Tools:

The Social Inclusion Audit and the Social Inclusion Action Plan (Short and long term objectives) are the tools that form the strategic approach to mainstream social inclusion in Cork City Council. The use of these tools has been the strategic approach chosen to start mainstreaming social inclusion in Cork City Council.

(2)- Structures:

The structures necessary include the Management team, the Political structures (SPC's, Corporate Group, General Council), the Social Inclusion Committee, and the Social Inclusion Unit. Their commitment is crucial to ensure the process is successful.



(3)- Mainstreaming:

The mainstreaming will be carried out through the integration of the City Council Social Inclusion Audit and the Social Inclusion Action Plan into the City Council Corporate Plan. New policies emerging from these two tools will be integrated into the Corporate Plan.

(4)- Change in policies:

Changes in policies and resources will be achieved through the General Council approval.

(5)- Objective:

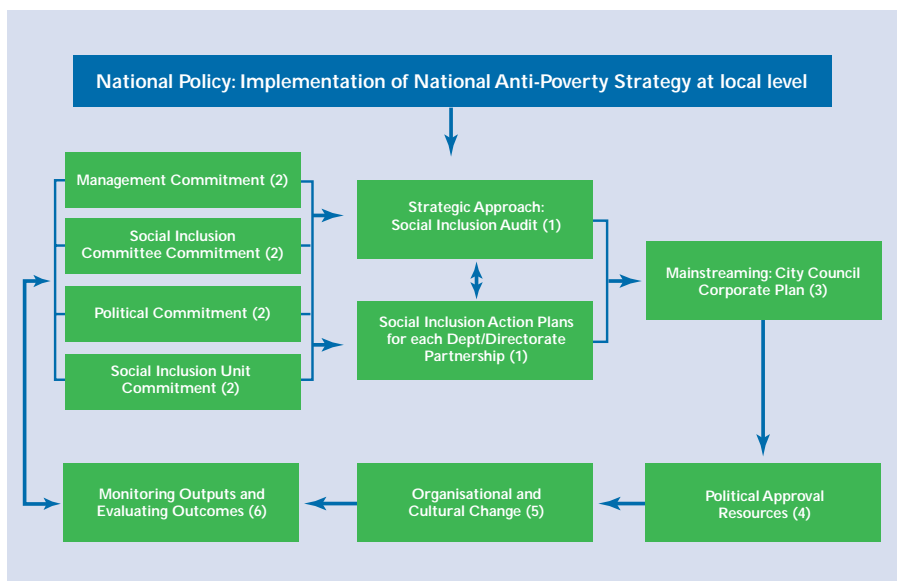
The objective is to achieve an organisational and cultural change within the City Council.

(6)- Outcomes:

To ensure all this process is carried out, a monitoring and evaluation system needs to be put in place to guarantee objectives are met and lessons learned.

Diagram 2 shows the direction of flow in the process of mainstreaming social inclusion in Cork City Council. This process is circular. The Social Inclusion Action Plan will be carried out in the next year and a half, and a review of this Audit will need to be considered in the future. This new Audit would build on the activities already undertaken and outline a new set of recommendations on Social Inclusion for the City Council. This circular process will ensure that in time Cork City Council will embed the notion of Social Inclusion in the way it works strategically and provides services.

Diagram 2 - Tackling Social Exclusion in Cork City Council





Chapter

3

Structure and Methodology of
Social Inclusion Audit

Struchtúr agus Modheolaíocht
Iniúchta um Chuimsiú Sóisialta

What is the methodology the Social Inclusion Unit has used?

The methodology applied in this Audit included:

- 1- Interviews through questionnaires (See Appendix 1): 35 key people within the City Council were interviewed at least twice, sometimes three or four times, to clarify ideas. All the staff interviewed play a key supervisory role within their section. Many of the recommendations were identified from these interviews.
- 2- Published information or internal data on each Department and Directorate was gathered and is introduced within the audit. These are Plans, Strategies, Projects, Newsletters, Pamphlets, application forms, etc.

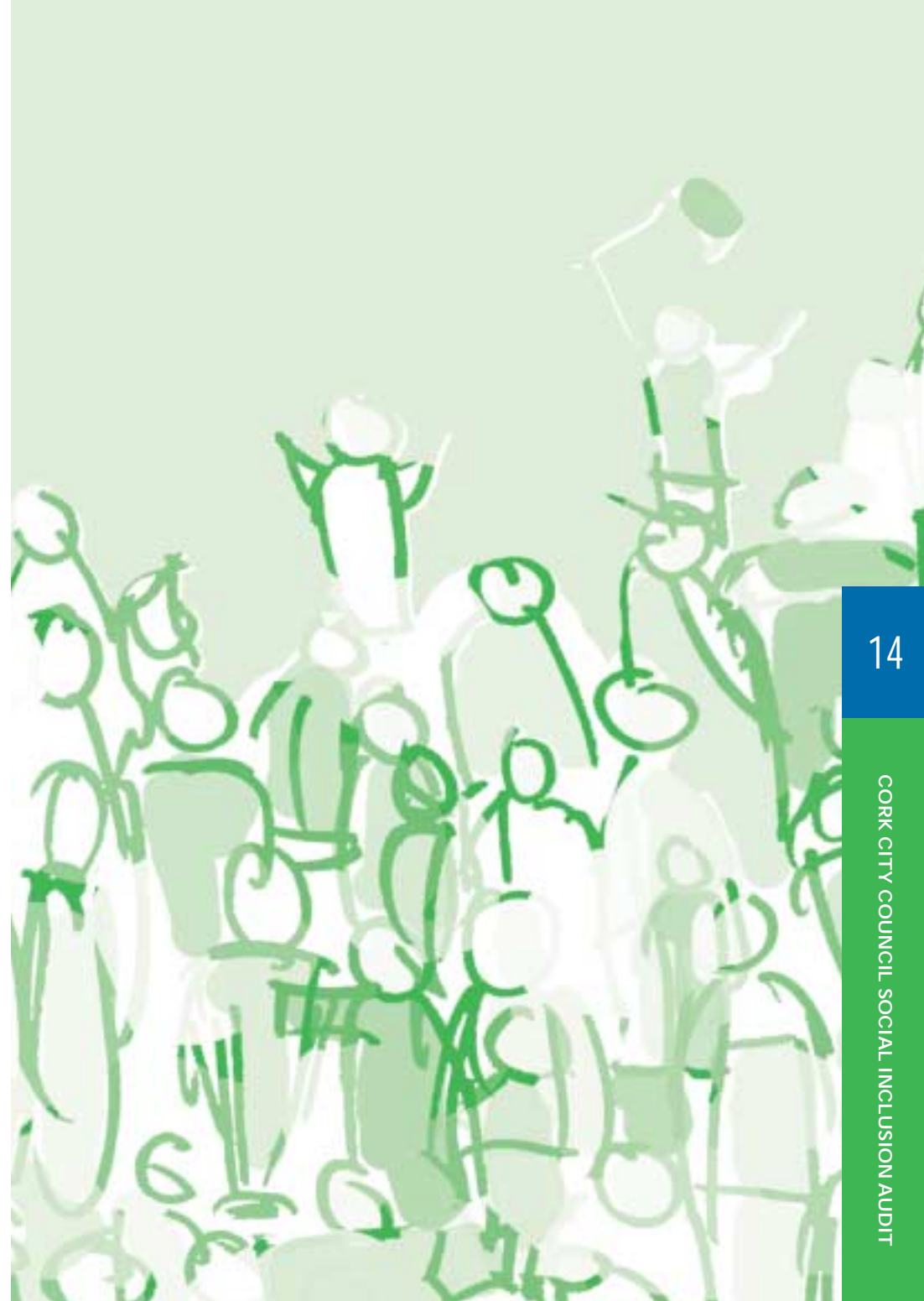
The structure of the Social Inclusion Audit has been simplified as much as possible according to Departments and Sections. Each Department/Section within the document is structured in this manner:

For each Section within Departments:

- 1- Name of Directorate/Department (example: Housing Directorate)
- 2- Name of Section (example: Maintenance Section)
- 3- Strategy (Example: Housing Strategy)

For Each Activity of Section:

- a- Activity number and nature of activity (example: Activity 1: Maintenance of Housing).
- b- Description of activity if necessary
- c- Networking of the section internally and externally.
- d- Nature of Funding for the activity.
- e- Social Inclusion Dimension of Activity.
- f- Social Inclusion Recommendations for the activity.



A stylized, hand-drawn illustration of a group of people holding hands in a circle, rendered in light green and blue tones. The drawing is positioned in the background of the slide, behind the text.

Chapter

4

The main recommendations of
Cork City Council Social
Inclusion Audit

Na príomh-mholtaí a éiríonn as
an Iniúchadh seo Audit

There are four main recommendations within the Social Inclusion Audit that are common to each Department and Directorate and create the platform for the recommendations included in each Section. These four recommendations specifically relate to a managerial budgeting level. The consideration of these is imperative if social inclusion is to become one of the main objectives of the City Council:

- 1- **The need for each Directorate /Department to think strategically and plan for those that most need the City Council Services (disabled, homeless, youth at risk, travellers, geographical areas, women, ex offenders, etc).**
- 2- **To encourage through partnerships an outreach multidisciplinary model of support in order to tackle social exclusion across all Directorates/ Departments:**

This kind of support model entails tackling social exclusion (anti-social behaviour, vandalism, drugs and alcohol misuse, etc) with active and co-ordinated City Council outreach work within the areas of arts, sports, environmental awareness, estate management, the Museum, the Library and housing services. This would involve the creation of internal and external partnerships e.g. as through the RAPID process.

3- Promoting and adapting services for disabled people:

According to the Equality Act 2000 and the Barcelona Declaration disabled people have the right to be treated equally and the right to receive specific services for their needs. The City Council should start an inter-Departmental/ Directorate co-ordinated process to respond to and promote the needs of disabled people.

4- To strengthen the City Council Outreach and Community Development work

This could be carried out by creating a Forum with all staff members who have a brief to either to outreach clients or to develop community development /social work. The new Housing Knocknaheeny Area Team office could serve as a pilot to integrate all services that are provided by the City Council at community level.

The above recommendations are present throughout the entire document and represent the four pillars of this City Council Social Inclusion Audit.

The next chapter provides a summary of the main social inclusion achievements of the City Council.



Chapter

5

Tackling Social Inclusion in
Cork City Council

Dul chun cinn ar Chuimsiú
Sóisialta i gComhairle
Cathrach Chorcaí

Cork City Council has a long history in tackling social exclusion. The City Council has for many years actively targeted resources towards the disadvantaged. It has done this through the direct provision of services such as social housing, the provision of community infrastructure such as sports facilities and community centres and major regeneration schemes in disadvantaged areas.

This Audit is building upon the progress achieved by each Department and Directorate over the past several years. The following are some of the main areas of progression:

Housing Directorate:

- Provision of approximately 7,300 units of social housing.
- Major regeneration schemes in Knocknaheeny and the Glen.
- Developed groundbreaking models of estate management and tenant participation in Ardbhaile, Mayfield and the current deployment of tenant liaison staff in the Glen, Knocknaheeny, Mayfield and Togher.
- Playing a lead role in the development of services for homeless people through its support for voluntary agencies providing accommodation. Also the lead role in the Homeless Forum and the appointment of an outreach worker.
- Provision of halting sites for Travellers.
- Opening of Area Office in Knocknaheeny, which is bringing the delivery of housing services closer to tenants.

Architects Department:

- Change in orientation from large to smaller estates, which has centred around the development of sustainable communities. (e.g. energy efficiency, disability access, a good example is the estate in Lotamore).
- Consultation with local communities in all major developments (the Glen Project).
- High quality design principles and building materials in all housing provided by City Council.

Environment Directorate:

- Provision of waivers system.
- Increased number of litter wardens.
- Increased public awareness on litter and waste (20/20 Newsletter and Support for GAP and Combat Poverty Agency projects in Mahon and other parts of the City).
- Provision of recycling facilities in all parts of the City.

Roads and Transport Directorate:

- Regular consultation with ACCESS group representing persons with disabilities.
- Increased number of parking spaces for persons with disabilities.
- Traffic crossings have become more disability friendly in the City centre.

Recreation and Amenities Directorate:

- Development of Glen Sports Centre.
- Proposed refurbishment of Churchfield swimming pool.
- The development of a Strategy, addressing the recreation and amenity needs of the northside of the City.
- Role of Sports Officer in working with young people.
- Playing a key role in working with the community in the distribution of funds from the Young Persons Facility Fund.
- Support for community arts through the appointment of a Community Arts Co-ordinator.
- Placing social inclusion at the heart of the successful bid for the City of Culture Award.
- Library Service developing ground breaking models in the delivery of services (e.g. working with the housebound elderly).
- Use of CE and Job Initiative Schemes.
- Grants to community associations.

Corporate Affairs Department:

- Placing social inclusion at the heart of the Corporate Plan.
- Developing the Customer Action Plan, which reflects a concern with social inclusion.
- Roll out of e-government.

Community and Enterprise Directorate:

- Establishment of the Social Inclusion Unit.
- Facilitation of the Social Inclusion Committee with the City Council.
- Lead role in implementation of the RAPID Programme.
- Lead role in establishing the City Childcare Committee.
- Lead agency in supporting the Cork City Development Board and the implementation of its Strategy 'Imagine Our Future'.

Personnel Department:

- Supporting a Project to provide literacy training to members of staff.

IT Department:

- Supporting IT projects in the community.
- Developing outreach services through the REACH Project.
- Access to Council services through website.

Docklands Directorate:

- Social inclusion has been put at the centre of the aims and objectives of the regeneration of the Docklands.

Planning Directorate:

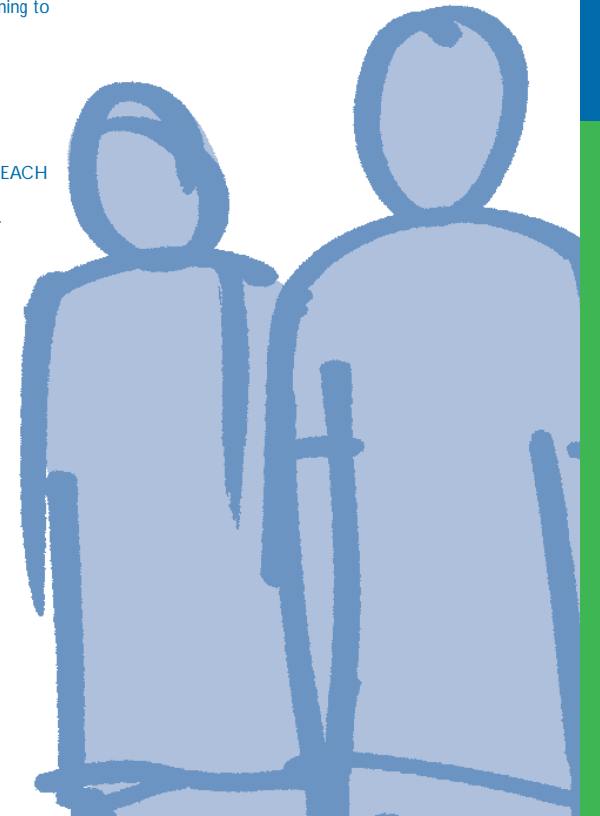
- Social inclusion has been firmly placed as a core principle within the draft Development Plan.
- Childcare guidelines are used in assessing planning applications.

Law Department:

- Implementing measures to deal with derelict sites.

Finance Department:

- Waivers scheme for various services for households on low incomes.



Chapter

6

Cork City Council Social
Inclusion Audit

Iniúchadh Chomhairle
Cathrach Chorcaí um
Chuimsiú Sóisialta



Recreation and Amenities Directorate

Stiúirthóireacht Áineasa, Taitneamhachta agus Cultúir

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DIVISION: ARTS SECTION

STRATEGY:

Cork City Arts Development Plan 2000 - 2005 provides a strategic framework through which local arts development in Cork City will be implemented over a five-year period. Cork City Council will use the plan for further cultural development in a wide range of activities.

CORK CITY ARTS DEVELOPMENT PLAN:

The Plan considers each of the Arts Forms individually. The Art Forms sections are followed by a series of strategic initiatives, which aim to further underpin the role of the arts in broader socio-economic terms. The many actions required to realise the Plan's objectives are sometimes shared between Art Forms and strategic initiatives, displaying the many levels of interdependence that work to support the role of the arts.

WEB SITE: <http://www.corkcity.ie>

WORK AT COMMUNITY LEVEL:

- The City Council has appointed a Community Arts officer.
- The City Council through its annual Arts Grants and its Community Arts Programme funding take a co-ordinated and strategic approach to the funding and development of Community Arts in the City of Cork.

Activities

ACTIVITY 1: ARTS GRANTS

Through its annual Arts Grants, a policy of 'Targeted Funding' provides the City Council with an opportunity to forge a stronger relationship with key arts organisations with the aim of helping to consolidate their development over the coming year. Flexibility is built into the plan so that new initiatives might also be supported. For detailed information on these Targets see the Cork City Arts Plan 2000 - 2005.

ACTIVITY 2: Arts Office Programme

Through the Arts Office a number of new projects (see the Cork City Arts Plan 2000 - 2005), have been supported addressing infrastructure requirements over the life of the plan.

The projects are seen as being strategically important for the development of the Arts and Cultural Sector.

FUNDING:

Cork City Council has formed relationships with a number of organisations in order to further these projects, these companies include: RTE, Cork City Enterprise Board, the Department of Arts, Sports and Tourism, Bord Fáilte, the Arts Council, Cork County Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

The City Arts Development Plan strategically supports the participation of the community, especially youth, in arts. It focuses its support in schools and training and enhances the role of the Library for the promotion of arts. The Plan very clearly wants to increase access.

RECOMMENDED ACTION:

- Social inclusion should be a factor in the preparation of the new Arts Plan.
- Linking the plan to the strategic plans of relevant Directorates within Cork City Council.
- Support for the Community Arts Officer.

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ACTIVITY 3: “% FOR ART”

All Directorates in City Council who are undertaking capital projects funded directly by central government can apply for a % of art funding. Further information on these Department of Environment and Local Government Guidelines is available from the Arts Office.

A range of artists have been commissioned using a range of commissioning procedures. A review of the work of Cork City Council in the area of Public Art is currently underway.

FUNDING:

The 1% art fee (all departments that undertake capital investment: houses, roads, parks, etc) is the funding source for public art.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Public open air art is by its nature in the public realm. Consultation with communities where the art is either placed or take place is an important part of the creation of Public Art. There are many methods open to both the commissioning body and the commissioned artist in how they approach consultation. It is the aim of Cork City Council to explore and exploit these various options to their full potential.

RECOMMENDED ACTION:

- To review the forthcoming report on Public Art recently commissioned by Cork City Council with a view to incorporating its recommendations into Public Art Policy.

ACTIVITY 4: RAPID, CREATIVITY FUNDING

The Arts Office has applied in conjunction with the RAPID Office, for funding for a wide programme of community arts in each of the RAPID areas to be administered through the Arts Office and in particular the Community Arts Officer.

NETWORKING:

- Internal: All involved Directorates of Cork City Council.
- External: All those groups engaged in community development in the relevant areas.
- National: All relevant government departments and NGOs.

FUNDING:

National Development Plan, Programme for Prosperity and Fairness.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

This programme would provide direct funding for activities in four areas of the city which are affected by disadvantage at a number of different levels. In and of itself, this is socially inclusive activity.

RECOMMENDED ACTION:

- The securing of the funding and commencement of this programme.

ACTIVITY 5: CONFERENCE ON ATLANTIC ARC CITIES.

The Conference on Atlantic Arc Cities is a Network of Atlantic Cities joined together to exchange and share ideas and built projects of co-operation in areas of mutual interest. The Network has a full time co-ordinator and is maintained through a members' fee. The Network organises General Assemblies to build on co-operation projects in relation to five topics: Ports Cities, Urban Development, Accessibility, Culture and Heritage and Economic Development.

NETWORKING:

- Internal: Corporate Affairs Directorate.
- External: Several local authorities in France, Spain, UK, Portugal and Ireland (Cork City Council).

FUNDING: Cork City Council, EU.

SOCIAL INCLUSION DIMENSION:

The Atlantic Cities Conference Network will build co-operation projects among its members in relation to sustainable urban development, cultural co-operation, and local job development schemes.

RECOMMENDED ACTION:

The Atlantic Cities Conference Network could be a possible venue to tackle social inclusion with cities that experience similar economic, social and cultural disadvantages.

DIVISION: PARKS

STRATEGY:

A BEAUTIFUL CITY Cork City Council Parks Strategy 2000 (to be reviewed in 2005).

1,500 ACRE (607ha) of public open space areas
It includes major parks, greens, and small open spaces within public and private housing states, amenity walks, sports pitches and other recreational areas.

WORK AT COMMUNITY LEVEL:

The City is divided into five geographic areas for the purpose of ground maintenance i.e. north-east, north-west, south-east, south west and City Centre. A main depot is located in each area with sub-depots in some cases to minimise travel and improve efficiency and the quality of service.

ACTIVITY 1: PROVISION OF PARKS

ACTIVITY 2: MAINTENANCE AND MANAGEMENT OF PARKS

ACTIVITY 3: AMENITY WALKS AND FACILITIES

Link to the Park's Strategy:

Four main issues are explored in the Parks Strategy:

1. Regulations:

The Park's Strategy states that D.O.E Guidelines and Cork City Development Plan Review 1998 recommend a minimum of 2.04 ha (5acres) per 1,000 population. These guidelines are quantitative rather than qualitative. The guidelines do not refer to elements such as the accessibility, location, function and use of open spaces. The Parks Strategy anticipates the following:

"It is anticipated that the findings of the parks/open space survey will reveal a major gap between the existing situation and the desired level of provision is recommended by the Department of the Environment."

The Park's Strategy also identifies the fact that there are more parks in the North than South of the City. At present there is no land belonging to the City Council to create a park in the South side. The exception however is the landfill site in South Central, which has enormous recreational/amenity potential.

2. The role of local residents to deal with anti-social behaviour

The Strategy also highlights the strong role of local residents to deal with vandalism and anti-social behaviour in open areas. This is shown in the following paragraph of the Strategy:

"Many factors have an influence on quality and standards. Issues like site location, vandalism, indiscriminate dumping of household waste and other materials, litter, poor interest and respect from some members of immediate local communities. The involvement and commitment of local residents in the upkeep of open space areas has an enormous and beneficial effect on the standard and conditions of these areas."

3. Community Schemes

The proposed Strategy for Parks states that Community Schemes were of major importance for the creation of the existing amenity areas. The Strategy then proposes the involvement of Community Schemes for the creation of new parks, amenity areas and other environmental projects. RAPID Co-ordinators and all the members involved with the programme have also expressed the importance of Community Schemes to tackle anti-social behaviour and vandalism. The Government has planned a sharp decrease in the number of participants on CE Schemes.

4. Tennis, Basketball courts and kickabout areas

The Park's Strategy shows that numerous hard-surface areas in parks and open spaces were easily vandalised. However the Strategy recognises that "a number of facilities, all locked at night, are extremely successful (e.g. the tennis courts at Ballinlough, Deanrock Avenue and Murphy's Farm) as a result of agreements between the Corporation and local Community Associations/ Tennis Clubs." The Park's Strategy suggests the need to examine a plan for hard-surface open areas so as to maximise their potential and overcome vandalism by protecting these areas at night.

NETWORKING:

Internal: Planning Directorate: Consultation for planning, Housing: for consultation. Law Agent: Acquisition of land for Parks, they provide advice and contracts.

External: FAS: for Job Initiative schemes to construct and maintain parks (CE Schemes), Department of Sports and Tourism: Grant Aid for particular facilities. Gardai: Public Security (new initiative).

FUNDING:

City Council (revenue), planning contributions (levies) and private estate contributions.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Open public areas are accessible to all citizens. Social Inclusion aspects in the Park's Strategy are:

- A survey on open areas in Cork has identified that there is a significant gap in the quality of provision between the national and local guidelines and the existing situation.
- The role of local residents in tackling anti-social behaviour.
- The important role of Community Employment Schemes for the creation of open areas and environmental works (RAPID).
- The needs to consider the provision of hard-surfaced open areas as play and pay facilities.
- All these four aspects are inter-related and all target the need to tackle anti-social behaviour.

RECOMMENDED ACTION:

- Integrate Social Inclusion as a core objective of the Parks Strategy.
- Develop a use policy that serves as a model of best practice for facilitating the involvement of disadvantaged groups in similar municipal facilities.
- Support the Park's Strategy on combating anti-social behaviour and vandalism in open areas through strengthening community work with local residents. This support should be in co-ordination with RAPID and the Integrated Strategy for Economic, Social and Cultural Development.

ACTIVITY 4: EQUIPPED PLAYGROUNDS**Link to the Park's Strategy:**

According to the Parks Strategy "The numbers of children playgrounds provided by the Corporation has reduced from approximately forty, ten years ago, to eight today. There are a number of reasons for the dramatic decrease including public liability claims, wanton vandalism and old out-dated equipment not

being replaced." The provision of playgrounds is also affected by anti-social behaviour and this difficulty relates to activities 1, 2 and 3. The Strategy highlights the success of the Fitzgerald Park, Clashdub and Gerry O'Sullivan playgrounds, which close at night and are under a high level of supervision during the day. Provision has been made in the current year's estimates for the provision of two additional playgrounds at Mayfield and Mahon.

NETWORKING:

Internal: Private contractor for the building of the playgrounds.

External: FAS: Job Schemes, Gardai: Public Security (new initiative), Residents Association Schemes.

FUNDING:

City Council (revenue), planning contributions (levies).

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

All children should be able to access an equipped playground in the City.

RECOMMENDED ACTION:

- Continued progress is necessary to increase the number of playgrounds in the City. The Park's Strategy, the RAPID Programme and Imagine our Future recommends an increase in the number of playgrounds. This action needs to be implemented.

ACTIVITY 5: LANDSCAPE ENHANCEMENT AND OPEN SPACE MAINTENANCE.**NETWORKING:**

External: Consultation with interested groups.

FUNDING:

City Council (revenue).

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Access to a quality environment.

ACTIVITY 6: FLORAL DECORATION, TREE PLANTING AND BENCHES**Link to the Park's Strategy:**

The Floral Strategy will identify a programme for floral planting where suitable, specifically in traffic routes, the City centre and some locations in the North side. Also assistance and advice will be provided to resident groups to help promote displays within residential areas.

The Tree Planting Strategy will allocate new trees in areas where there is low tree populations, and plant semi-mature trees with planting methods and systems that will combat vandalism. This will be supported in tandem with advice and encouragement to individuals, community groups, and companies on tree maintenance and tree planting.

NETWORKING:

Internal: Parks maintenance.

External: Consultation with interested groups.

FUNDING:

Cork City Council.

ACTIVITY 7: CEMETERY MAINTENANCE AND OPERATION**NETWORKING:**

Internal: City Council.

FUNDING:

City Council (income from sale of plots and burial charges).

SOCIAL INCLUSION DIMENSION:

RECOMMENDED ACTION:

ACTIVITY 8: GOLF COURSE OPERATION AND MAINTENANCE**NETWORKING:**

Internal: City Council Department.

External: Mahon Golf Course, Golfing Union of Ireland, Golf Societies and Clubs.

FUNDING:

From charges and green fees (City Council).

SOCIAL INCLUSION DIMENSION:

Encourage access to course from disadvantaged areas.

RECOMMENDED ACTION:

- Prepare a profile of current use of Municipal Golf Course.
- Develop a user policy that serves as a model of best practice for facilitating the involvement of disadvantaged groups in similar municipal facilities.

The role of local residents to deal with anti-social behaviour

The Strategy highlights the strong role of local residents to deal with vandalism and anti-social behaviour in open areas. This is shown in the following paragraph of the Strategy:

"Many factors have an influence on quality and standards. Issues like site location, vandalism, indiscriminate dumping of household waste and other materials, litter, poor interest and respect from some members of immediate local communities. The involvement and commitment of local residents in the upkeep of open space areas has an enormous and beneficial effect on the standard and conditions of these areas."

3. Community Employment (CE) Schemes

The Park's Strategy states that CE Schemes are of major importance for the creation of the existing amenity areas. The Strategy proposes the continued involvement of CE Schemes for the creation of new parks, amenity areas and other environmental projects. RAPID Co-ordinators and all the members involved with the programme have also expressed the high importance of CE Schemes to tackle anti-social behaviour and vandalism.

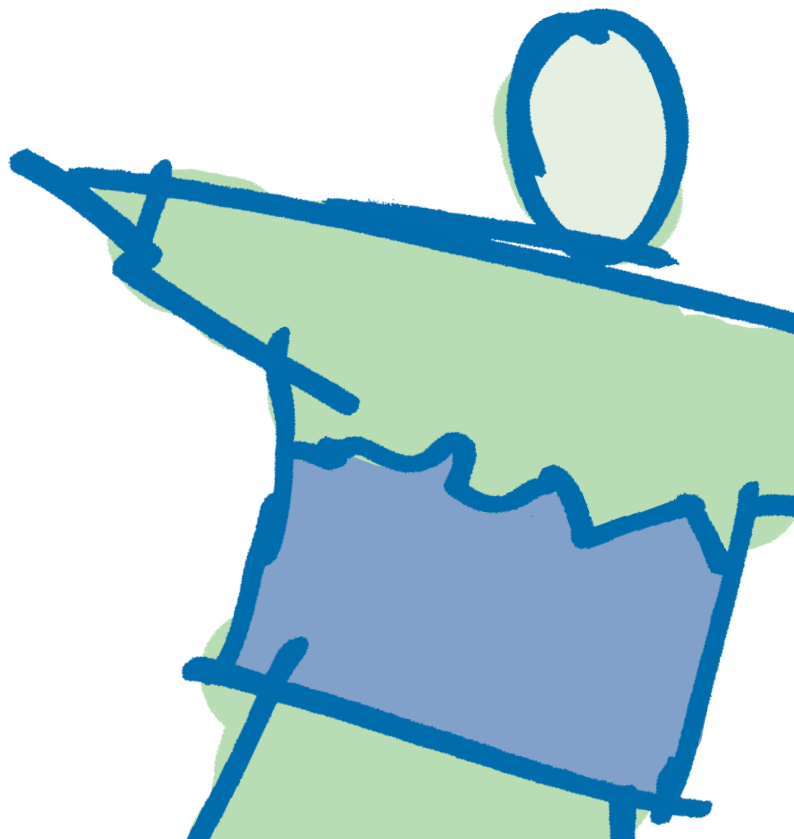
The Government has planned a sharp decrease in the number of participants on CE Schemes.

4. Tennis, Basketball courts and kickabout areas

The Park's Strategy shows that numerous hard surface areas in parks and open spaces were easily vandalised. However the Strategy recognises that "a number of facilities, all locked at night, are extremely successful (eg. the tennis courts at Ballinlough, Deanrock Avenue and Murphy's Farm) as a result of agreements between the Cork City Council and local Community Association/Tennis Clubs". The Strategy suggests the need to examine the provision of hard-surface open areas so as to maximise their potential and to overcome vandalism through protecting these areas at night.

NETWORKING:

Internal: Planning Directorate: Housing Law Agent: Acquisition of land for Parks.
External: FAS: for Job Initiatives schemes to construct and maintain parks (CE Schemes), Department of Sports and Tourism: Grant Aid for particular facilities. Schools, Residents association/Community Groups. Gardai: Public Security (new initiative).



DIVISION: AMENITIES

STRATEGY:

A SPORTS STRATEGY will be developed by the Cork Local Sports Partnership. Members of the Partnership are the Cork City Council, Southern Health Board, City of Cork VEC, UCC, CIT, schools, sporting organisations and Sports and Recreation Forum representatives.

ACTIVITY 1: SUB-SECTION WITHIN AMENITIES DIVISION: SPORTS OFFICERYOUTH AT RISK (BASED IN THE GLEN CENTER)

The Sports Officer undertakes the following activities:

- Promoting and developing participation in Sport by youth at risk.
- Identifying barriers and developing methods to encourage young people to participate.
- Co-ordinating the activities of schools sports halls and other community and voluntary associations in relation to sports and recreation.
- Developing, co-ordinating and harnessing facilities to create access to sports.
- Providing assistance to clubs/groups in relation to grant assistance.
- Giving advice on setting up clubs for sporting groups.
- Out-reach work to various sports and youth groups.

NETWORKING:

Internal: Community and Enterprise Directorates for CDB Strategy, Parks division for summer activities, Housing Department for Homeless and Travellers sections.
External: Foróige, Ogra Chorcaí, Southern Health Board, Department of Justice, VEC, Drugs Task Force, TVG, NASC, Third Level Institutions, Simon Community, Special Olympics Organisation.

FUNDING:

Young Peoples Facilities & Services Fund.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

This section is specifically targeted at youth (young women, homelessness, disabled, ethnic minorities, etc) to facilitate access sports facilities and activities.

RECOMMENDED ACTION:

- Cork Local Sports Partnership should develop a strategy in relation to Sports Development in Cork with a particular emphasis on increasing participation amongst those in disadvantaged areas. The use of sports as a tool to tackle youth difficulties (education, anti-social behaviour, violence, etc) is critically important.
- Emphasise the importance of sports activities (as a tool to tackle social exclusion). Sports activities within other Strategies of the City Council: Namely the Homelessness Strategy, Travellers' Plan, and the Parks Plan.

ACTIVITY 2: THERE ARE 79 SPORTS FACILITIES PROVIDED BY THE CITY COUNCIL (E.G. PITCHES, ETC.)

NETWORKING:

Internal: Recreation and Amenities Department manage and monitors the running of these facilities.
External: Clubs and Community resident groups run some of the facilities and the Directorate regularly meets with these groups.

FUNDING:

Revenue Funding.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Provision of sporting facilities in partnership with the local community. Most of facilities are in areas of social needs.

RECOMMENDED ACTION:

- Encouragement and support to access sports facilities is a very efficient and useful tool to tackle social exclusion (youth, women, travellers, children, etc). The following actions need to be undertaken:
- Ensure that the recommendations of the forthcoming Sports Strategy are poverty proofed
 - Sports Forum to have clear objectives and targets in tackling poverty. It must have a pro-active agenda in working with disadvantaged groups.
 - All City Council supported facilities should be required where possible to develop a use policy, which facilitates their access, by disadvantaged groups.

ACTIVITY 3: 3 SWIMMING POOLS**NETWORKING:**

Internal: The Directorate maintains and manages two swimming pools, whilst owning a third pool, Leisureworld in Bishopstown.

External: LEISURE World owned by partnership between City Council and managed on our behalf by a company representing, Cork City Council, C.I.T., Cork County Council etc. Cork Swimming Associations.

FUNDING: Revenue Funding.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Access to swimming pools for all sections of the population.

RECOMMENDED ACTION:

- Efforts should be made to have funding to allow access by disadvantaged groups.

ACTIVITY 4: CHANNELLING FUNDING FOR COMMUNITY CENTRES

New Community Centres have been built in Togher and Mahon, financed by Cork City Council and Young Peoples Facilities Services Fund. Also, funding has been requested for the upgrading of around 15 Community facilities.

NETWORKING:

Internal: Community and Enterprise (RAPID).

External: Community groups/clubs/organisations, city of Cork VEC.

FUNDING:

Department of Tourism (Youth funding), Cork City Council and Y.P.F.S.F.

SOCIAL INCLUSION DIMENSION:

Community Centres are essential to the life of communities in all areas of the City.

RECOMMENDED ACTION:

Consultation and ownership of Community Centres is important. Also management support is very important. Key recommendations are:

- A City wide policy on supports for management groups. The City Council should take a leadership role in supporting this initiative (RAPID Co-ordinators to develop models of best practice). Task Group report has been completed by Committee Facilities Task Force.

ACTIVITY 5: COMMUNITY ACCESS TO I.T. PROJECT IN MAHON, BLARNEY ST, AND THE GLEN. PLANS ADVANCED FOR TOGHER

Partnership between DOE (Community Centenary Initiative Award) in conjunction with FÁS and the City of Cork VEC aims to promote the knowledge and use of information technology through a partnership between local communities, public sector agencies and Cork City Council.

NETWORKING:

Internal: IT Department, Recreation and Amenities.

External: FÁS, Environment Department DOEG, VEC, Community Groups.

FUNDING: Department of Environment.

SOCIAL INCLUSION DIMENSION:

Access to technology projects encourages the use of technology in areas where economic and social disadvantages exist. Project allows access to those who otherwise would not have access to I.T. - provides learning in an informal setting with support of tutors.

RECOMMENDED ACTION:

The results of the initiative should be written up as a model of best practice. The review should be carried out by the Directorate in conjunction with the IT Dept.

ACTIVITY 6: THE GLEN PROJECT CENTER

The construction of the building was carried out by the City Council and it is managed by a company comprising representatives of state agencies, community and user groups. It provides offices, crèche, halls, changing facilities and four all-weather pitches in the Glen.

NETWORKING:

Internal: Recreation, Amenity & Culture

External: Partnership: Local Communities representatives, Cork City Council, FÁS - Social Economy Project, Dept. of Justice.

FUNDING:

Cork City Urban Ltd., Cork City Council, Young Peoples Facilities and Services Fund, ADM, Department of Social and Family Affairs, and SHB.

SOCIAL INCLUSION DIMENSION:

The Centre was built to cater for the need of the Glen community. It provides facilities for children and youth (sports and I.T.) and appears to have been a great success for the area. FÁS are major supporters of the project through their Social Economy Scheme.

RECOMMENDED ACTION:

- The development of the Glen Centre should serve as a model of best practice for similar developments in other areas of the City, particularly in relation to the following:
 - The partnership approach between different agencies in the development and management of the Project
 - The Social Inclusion Unit believes that the position of a full time manager could be replicated in similar community facilities.

ACTIVITY 7: RENEWAL OF THE RUNNING TRACK BISHOPSTOWN**NETWORKING:**

External: Partnership, CIT, Cork County Council, Cork City Council.

FUNDING:

CIT, Cork County Council and Cork City Council.

SOCIAL INCLUSION DIMENSION:

Access to sports facilities by disadvantaged groups.

RECOMMENDED ACTION:

- The Sports Officer to develop proposals to increase use of the running track by disadvantaged groups.

SECTION: CE and Job Initiative Employment Schemes**STRATEGY:****Social Employment****NETWORKING:**

Internal: Housing Directorate, Environment and Roads Department.

External: FÁS.

FUNDING:

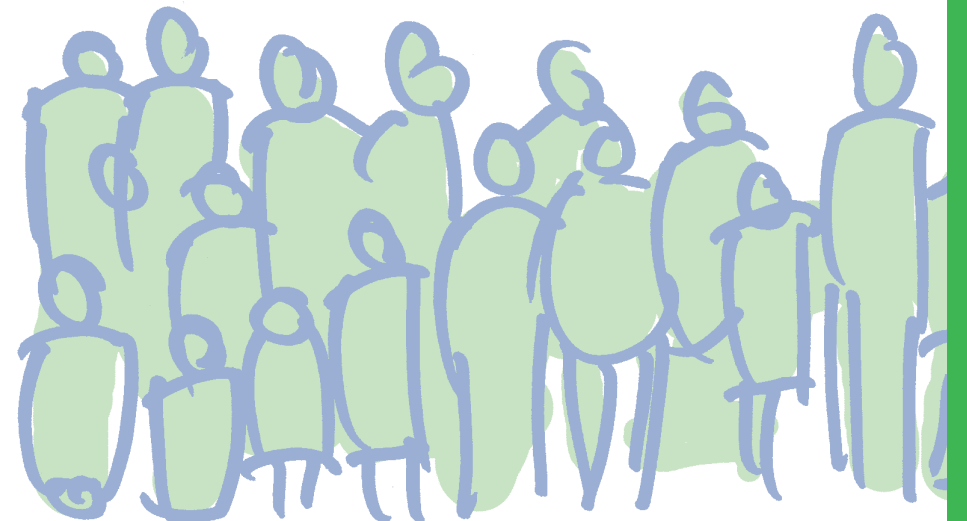
FÁS.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Training and employment for individuals to support their return to the labour market through their participation in a variety of environmental improvement measures carried out by the City Council.

RECOMMENDED ACTION:

- In the context of the current cutbacks in Schemes, the City Council should explore, through the Social Inclusion Measures Working Group, proposals to ensure that employment options for disadvantaged groups remain in place.
- The Council must continue to ensure that existing Jobs Initiative staff receive a high level of training, which will enable them to apply for mainstream positions.



DIVISION: BUILDING CONTROL SECTION

There are 4 Building Inspectors who inspect new buildings to ensure compliance with the Building Regulations in accordance with Department of the Environment and Local Government guidelines.

NETWORKING:

Internal: Planning Directorate.
External: Any building requiring planning permission.

FUNDING:

Cork City Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Ensuring that new buildings are accessible to persons with disabilities.

RECOMMENDED ACTION:

Continue with inspections of new buildings as required by the Department of the Environment & Local Government.

ACTIVITY 2: IMPLEMENTATION OF PRIVATE RENTED DWELLING REGULATIONS

Inspections are carried out on foot of complaints received from Housing Directorate on private rented dwellings. Reports are provided to Housing Directorate including recommendations for court action where necessary.

NETWORKING:

Internal: Housing Directorate.
External: Any landlords in the city.

FUNDING:

Cork City Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Improving quality of private rented sector.

RECOMMENDED ACTION:

Inspect and target private rented dwellings as requested by Housing and submission of reports to Housing as required.

ACTIVITY 3: INSPECTION OF HOUSES FOR IMPROVEMENT GRANTS (SPECIAL NEEDS, DISABILITY ETC.)

NETWORKING:

Internal: Housing Directorate.
External: _____

FUNDING:

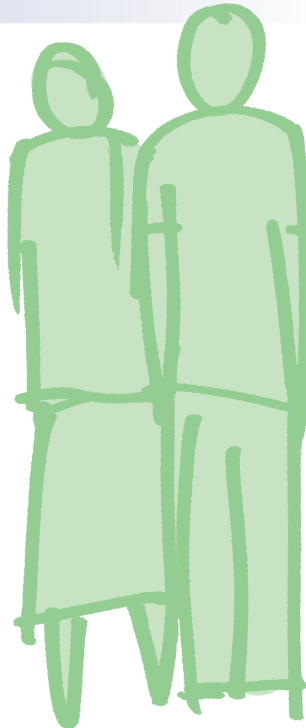
Department of the Environment & Local Government.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Increasing accessibility of accommodation to persons with disabilities.

RECOMMENDED ACTION:

Inspect and provide technical reports on applications as requested by Housing as soon as possible.



DIVISION: THE LIBRARY

ACTIVITY 1: CENTRAL LIBRARY, 5 SUBURBAN BRANCH LIBRARIES AND A MOBILE LIBRARY

- Central Library, Grand Parade (Proposed extension)
- St. Mary's Road
- Tory Top Road (new building)
- Douglas (new location proposed)
- Hollyhill
- Mayfield
- Mobile Library-two locations in Bishopstown (new branch sanctioned) and Mahon (new library planned).

NETWORKING:

Internal: Library Committee, Recreation and Amenity, Planning Department, Arts and Recreations, Architects and Engineers Public. Comhairle Leabharlanna.
External: Department of the Environment and Local Government.

FUNDING:

75% of funding is provided nationally for new libraries (Department of the Environment and Local Government.) Cork City Council pays the remaining 25%.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

The Library is ideally placed to assist in tackling many social inclusion issues, from education and cultural disadvantage to anti-social behaviour and social inequality. The primary role of the Library is to encourage and develop the reading habit. The Libraries already deliver activities and outreach services, which encourages the public to read and write. Within the Corporate Plan, an out-reach service is one of the Library objectives.

RECOMMENDED ACTION:

1. Continue building development programme.
2. Continue the current focus on outreach work through an increased number of outreach activities, specifically targeting the areas of Cork where access to libraries is limited and also connect at community level with groups working with the disadvantaged.

ACTIVITY 2: LIBRARY MEMBERSHIP

- Adults: €12.50.
- Children & Young Adults: Free.
- Students (full time, with Usit / ISIC student card): €1.25.

- Unemployed persons and dependant spouses €1.25.
- (In receipt of unemployment benefit or assistance)
- Single parents (in receipt of Social Welfare Benefit) €1.25.
- Old age pensioners disabled persons and their dependant spouses- Free.
- Music Library: €30.

FUNDING:

Cork City Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

The Library provides excellent value. The Library is open to all members of the community. Membership fees are small with waivers for the most disadvantaged.

RECOMMENDED ACTION:

Continue the policy of low membership fees to encourage use of the service.

ACTIVITY 3: PRISON LIBRARY

This service provides reading material (including literacy material) to prisoners and also material to support educational classes run in prison.

NETWORKING:

External: Department of Justice.

FUNDING:

Department of Justice and Cork City Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Providing access to a Library for prisoners is vital for their personal and educational development. This service needs to be further developed in line with the strategic plan for the Prison Library.

RECOMMENDED ACTION:

The Prison provides an out-reach service, which is crucial to tackle social exclusion. In association with the City of Cork VEC and the Department of Justice the library can support the work of drop-in centres for ex-prisoners. The Prison service, through its Welfare Officers, could provide an ideal mechanism for directing prisoners to a range of services provided by the City Council.

ACTIVITY 4: HOUSE BOUND (OUTREACH LIBRARY FOR ELDERLY PEOPLE)

According to the Report on The Library Service (19 November, 2001 City Librarian) this is a pilot scheme, which "was set up in the Mayfield area in May 2001 to cater for those who cannot come to the Library. Book and audiotapes are brought to the homes of the housebound. It is intended to extend this service to other parts of the City, if funding is available".

NETWORKING:

External: Department of Environment, public health nurses and local clergy.

FUNDING:

City Council and Department of Environment.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

The housebound project is an ideal mechanism to reach those people that are unable to access the Library (elderly, disabled, and mothers with children). This outreach project is an excellent example of how the City Council Services can be more active in tackling issues of social isolation.

RECOMMENDED ACTION:

Further housebound projects should be supported and the Social Inclusion Unit supports the plans of the Library to extend this service. Proposals to extend the service are part of a submission made under the RAPID Programme. This measure should also be written as a model of good practice for the Local Authority Anti Poverty Learning Network.

ACTIVITY 5: SERVICES FOR THE VISUALLY IMPAIRED

- The Library provides an audio book collection for the blind and visually impaired.
- A large print book collection is provided in each library for the visually impaired.
- The Kurtzweil software package is available which enables blind persons to scan and read printed material. Training in the package is provided.

NETWORKING:

Internal: IT Department
External: Department of Environment. Social workers with the Health Board and Association for the Deaf.

FUNDING:

Revenue Expenditure for most of the activities, except the Kurtzweil which is funded by the Environment Department as a National Pilot project. An application, under the RAPID programme, has been made to make the service available in three other service points.

SOCIAL INCLUSION DIMENSION:

This is an excellent service for people with disabilities

RECOMMENDED ACTION:

Develop service further. An evaluation of the service to be completed and report submitted as model of best practice.

ACTIVITY 6: ADULT LITERACY

Adult literacy is supported through:

- English Classes in the Central Library (in association with City of Cork VEC).
- Spoken English classes to refugees/asylum seekers (in association with NASC). Language learning packs are also available in all branches.
- Selection of suitable reading material available for literacy students and tutors.

NETWORKING:

External: NASC, City of Cork VEC, Department of Justice.

FUNDING: City of Cork VEC, City Council.

SOCIAL INCLUSION DIMENSION:

It is estimated that up to 20% of the Irish population has a low literacy level. The provision of this service is an excellent mechanism to integrate people into society regardless of their economic, social or cultural background.

The Library is an important support service to the work carried out by the City VEC and literacy groups at community level.

RECOMMENDED ACTION:

- The provision of literacy materials should be further encouraged through outreach work. The Library should link internally with all City Council staff that work in an out-reach position, including the Community Arts Officer, Travellers' Officer, Homeless' Officer, etc.
- The City Council Staff could also benefit from these services by being aware that these courses exist (e-mails, Internet, Intranet). Linkage needs to be made with the Literacy Trainer, who is employed by the Partnership Committee.

ACTIVITY 7: PROVISION OF BOOKS TO SCHOOLS

NETWORKING:

External: Department of Education and Science. Home/School Liaison Officers. School Attendance Officers.

FUNDING:

Department of Education and Science.

SOCIAL INCLUSION DIMENSION:

Supports for disadvantaged children through schools.

RECOMMENDED ACTION:

- Profile schools currently receiving library materials. Identify how this support can link in to existing supports provided to schools in RAPID areas. Specifically the Library should target the school libraries that suffer high numbers of school failure.

ACTIVITY 8: SERVICE FOR OLDER PEOPLE

There are 5 adult book clubs organised in the Library for older people. There are also two Irish speaking groups and three music groups.

NETWORKING:

Internal: Library members, Oifigeach Gaelach.
External: Retired People's Network, Southern Health Board.

FUNDING:

Cork City Council.

SOCIAL INCLUSION DIMENSION:

Activities for older people helps to target social isolation particularly those living on their own. Through the library there is access to education and information for older people and participation in library groups combats social isolation.

RECOMMENDED ACTION:

The current policy of setting up groups to cater for different interest needs to be expanded.

ACTIVITY 9: SERVICE FOR CHILDREN

The core activity of the children's Library is book lending. The aim of the Library is to encourage children to develop the reading habit from a very early age. Activities are organised for children in the Library to achieve this aim and they include:

- Storytelling
- Visits from favourite authors
- Competitions and quizzes
- Art and drama workshops
- Children's Book Week
- Book collection for children in drop in centres

NETWORKING:

Internal: Arts Office.
External: Local community groups such as family centres.

FUNDING:

Cork City Council.

SOCIAL INCLUSION DIMENSION:

Reading material and activities for children from disadvantaged backgrounds.

RECOMMENDED ACTION:

The services and activities for children are currently excellent. The effectiveness of the services being provided needs to be recorded as a model of good practice. Activities for teenagers, such as those organised for younger children, should be considered and supported. Opportunities for extending the service need to be explored with particular attention being given to disadvantaged children and linking in to schools would be very important. The community arts programme has very good potential in this regard.

ACTIVITY 10: LIBRARY AS A COMMUNITY RESOURCE

Regular exhibitions are organised in the Central and branch libraries. The exhibitions involve local community groups and organisations. The Library is also used as a resource for local groups where they can present information on their services through notice boards.

NETWORKING:

Internal: Recreation, Amenity and Culture. Corporate Affairs Department.
External: City VEC, community groups, residents associations.

FUNDING:

Cork City Council.

SOCIAL INCLUSION DIMENSION:

The community library is seen as an open space for all the community. Providing space for community groups or local groups to expose their cultural, social or economic material is an excellent way of channelling knowledge and information to everyone. Libraries need to interact and support local community groups where they can.

RECOMMENDED ACTION:

The City Council should encourage improved use of its public spaces for promoting art, social / economic projects and environmental information. The Corporate Affairs Directorate needs to play a key role in making these spaces more accessible.

ACTIVITY 11: IT SERVICES

The Library catalogue can be accessed through the Internet. The Central Library and branch libraries provide public Internet access to everyone at a nominal charge.

NETWORKING:

Internal: IT Department.

FUNDING: Department of the Environment.

SOCIAL INCLUSION DIMENSION:

Access to the Internet at an affordable price is an excellent service particularly for marginalized groups such as refugees and those who do not have access to computers at home.

RECOMMENDED ACTION:

The Library should continue its current developments and expand their IT services to include learning centres in each branch.

DIVISION: THE MUSEUM

ACTIVITY 1: PERMANENT EXHIBITION OF CORK MATERIAL HERITAGE.

ACTIVITY 2: UPKEEP OF EXHIBITION AND BUILDING

NETWORKING:

Internal: Cork City Library, Cork Archives Institutes, Special Projects Officer, Corporate Affairs, IT, City Architects, Works Department for maintenance.
External: County Library, National Museum, Heritage Council, Other local authority Museums, Heritage Centres, Third level institutions, Auctioneers (to value the historical pieces and also the Museum sometimes attends auctions for new pieces).

FUNDING:

Cork City Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Potential for community outreach programme.

RECOMMENDED ACTION:

The Museum could be used as a great tool to tackle social exclusion. Provision of a person that would undertake outreach work with schools, community groups, hospitals, homeless people, etc. would promote the Museum and the culture of Cork to groups that normally would not have access to the Museum because of their economic, social and cultural circumstances. A very good example of an outreach community programme is that undertaken by the Irish Museum of Modern Art, from which evaluations have praised the positive outcome, these programmes have on communities.

ACTIVITY 3: PROVIDING INFORMATION TO MEMBERS OF THE PUBLIC (INCLUDES THE UPDATING OF A DATABASE)

NETWORKING:

Internal: Cork City Library, Cork Archives Institute, City Archaeologist, Curator - Library - Archives, IT for database, Arts Officer, Safety advisor.
External: Information queries are varied and wide-ranging: Other local authorities ring for advice on Museums. Links with University College Cork - Archaeology Department, History Department, Geology Department, Folk life Department and Archives. Researchers from overseas are requiring specific information. Queries from the general public, specialised researchers and educational institutions on all levels.

FUNDING:

Cork City Council. The Heritage Council paid for the initial hardware to set up the computer database. Cork City Council supports its maintenance through the I.T. Department.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Provision of information on the Museum archives and materials is one of the main activities that the Museum provides. At present there is no provision of outreach work where information is given to schools, hospitals, community groups, etc.

RECOMMENDED ACTION:

The Museum is one of the main historical and cultural heritage centres in Cork and should be further promoted through outreach work, by working with schools, community groups, hospitals, care homes, etc. It is the role of City Council to inform those that do not know about the Museum, or those that because of their economic, social or cultural background are less likely to visit the Museum. Cultural activities should be encouraged



among children and youth in areas where it is most needed, and the Museum is an excellent resource to create an increased awareness of Cork's identity and heritage. Hence the Museum could become a major active player in people's cultural life if outreach work was properly resourced. The Modern Arts Museum is a good example of an Irish Museum where a Community Arts Programme is provided.

ACTIVITY 4: BUILDING EXTENSION TO PRESENT MUSEUM

NETWORKING:

Internal: City Architect and team of architects.
External: Private company of specialist exhibition designers.

FUNDING:

Cork City Council, European Regional Development Fund (through the Department of Arts, Culture, and the Islands).

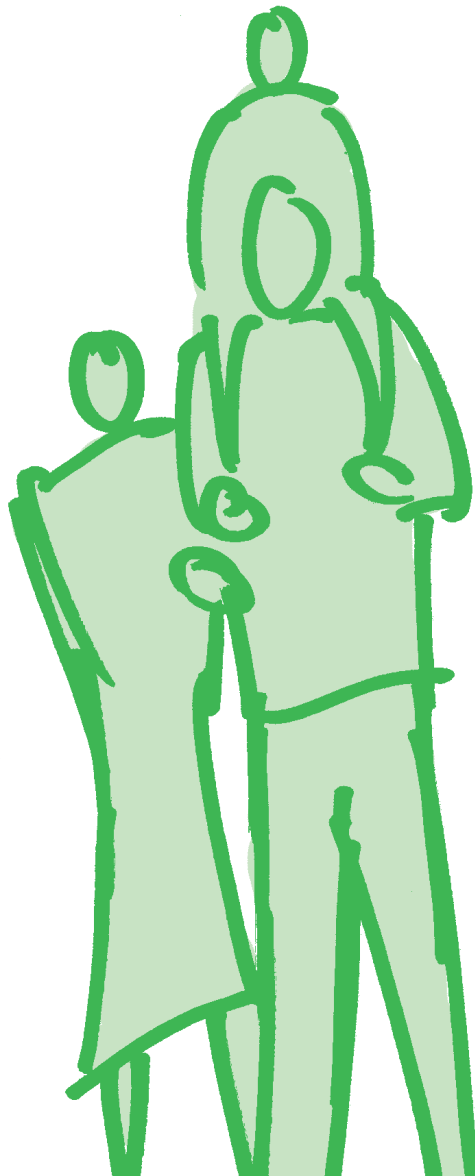
SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Designed with reference to accessibility.

RECOMMENDED ACTION:

Ensure accessibility. It is hoped that an Access Audit will be performed on the accessibility of the museum on a number of levels. Initially, the audit should ensure that the physical space of the exhibition is accessible to all, including the disabled.

Attention should also be focussed on how to improve the exhibitions and services provided to the visually impaired and hard of hearing. On a more basic level the intellectual access to the museum should also be considered to ensure that the exhibitions, reserve collections and all information held by the museum is accessible to all members of the community equally. This could be achieved through a well-constructed outreach programme targeted at schools, youth groups and various community groups representing the broad spectrum of society in Cork.



DIVISION: FIRE BRIGADE

STRATEGY:

The Fire Brigade is assigned statutory duties and functions within the City Council in accordance with:

- 1- Fire Services Act 1981.
- 2- Building Control Act 1990.

Within the terms of the above legislation Cork City Fire Brigade performs a wide range of activities both in regard to emergency response and of a regulatory nature. The Brigade is currently enhancing its water rescue and medical response service.

WEB SITE: <http://www.corkcity.ie>

The Fire Brigade has a full web site within the Cork City Council web-site.

WORK AT COMMUNITY LEVEL:

Cork City Fire Department's objective is to work with the local community and other agencies to reduce risk to life and property and to efficiently and promptly respond to fires and other emergencies when they occur. The Fire Brigade in Cork City operates from two stations:

- 1- Headquarters in Anglesea Street (became operational in May 1975), which has a 5 bay station and can house 10 appliances.
- 2- A sub-station in Ballyvolane (became operational in June 2001) on the North Ring Road and can house 2 appliances.

The Fire Brigade is looking at redistributing resources to a south-west fire sub-station.

ACTIVITY 1: ESTABLISHING AND MAINTAINING THE FIRE BRIGADE AND RESPONDING TO EMERGENCY CALLS REQUIRING THE ASSISTANCE OF THE FIRE BRIGADE.

The Fire Brigade provides premises, and an adequate number of trained fire fighters, appropriate well-maintained appliances and equipment. In addition to this the Fire Brigade provides tours on their premises for schools or any group that may be interested. The Fire Brigade also participates in the St. Patrick's Day Parade.

In November 2002 the Fire Brigade celebrated 125 years in operation. During this week the Fire Brigade gave vouchers to people to exchange their old chip pans for a modern deep fat fryer, as an initiative to prevent fires. Operational fire crews visited schools to raise awareness on fire safety.

An open Day was held on 24 November 2002. Demonstrations of Fire Brigade Activities, fire safety and fire safety lectures were held in Anglesea Street Station. Large numbers of the public visited the station for these events (Smoke Detectors were distributed to members of the Public).

NETWORKING:

Internal: Planning and Building Control in Recreation and Amenities Directorate.
External: County Fire Service, Department of Environment.

FUNDING:

Department of Environment and Cork City Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

A fire sub-station is located on the North Ring Road of the City to increase service to the north area of Cork City. This is a busy station responding to approximately 1/3 of the emergency calls for Cork City. The area served by this station is mainly residential.

The Fire Brigade works with community schools providing educational programmes in relation to fire and safety issues.

RECOMMENDED ACTION:

The Fire sub-station should work with the RAPID Programme process to strengthen the community development focus of the Fire Brigade's work and that of the City Council.

ACTIVITY 2: OBTAINING PRE-FIRE PLANNING INFORMATION ON THE BRIGADE AREA

The Fire Brigade regards it as essential for its personnel to avail of relevant information on buildings where the consequences of fire could be serious. The type of buildings that would be incident planned would be industrial complexes, hospitals, schools, colleges, shopping centres, multi-storey parking, train tunnel, road tunnel, all shipping movement in and out of harbours, etc. Fire risk plans indicate the main features of a building, including particular means of access and egress for the fire brigades, location of hydrants inside and outside the building, the location of any other available water sources in the immediate area, the general layout of the interior and the numbers of people using the building.

The Fire brigade is currently carrying out a pre incident risk profile of premises in Cork City their use and occupancy. This information will be available to operational crews in the event of an incident at those premises.

NETWORKING:

Internal: IT, Planning, RAPID.
External: Community based organisations, all premises, public buildings, etc.

FUNDING:

Cork City Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

The Fire Brigade is profiling Cork City's main buildings to gain better knowledge on fire risks.

RECOMMENDED ACTION:

The Fire Brigade should develop within the geo-base database the profile of buildings specifically looking at the kind of people who use the buildings and the times they use them to lower the risk of fires.

ACTIVITY 3: CITY COUNTY AGREEMENT

Cork City Fire Brigade provides emergency fire cover in areas of County Cork surrounding Cork City.

NETWORKING:

Internal: _____
External: Cork County.

FUNDING:

Cork County Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

RECOMMENDED ACTION:

The Fire Brigade should in the long-term disseminate the experience gained from being involved with the RAPID Programme and their Social Inclusion Action Plan.

ACTIVITY 4: PROCESSING APPLICATIONS FOR FIRE SAFETY CERTIFICATES

NETWORKING:

Internal: Building Control Section in Recreation and Amenities Directorate and Planning Directorate.
External: Developers.

FUNDING:

Fees.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

The objective of processing applications for Fire Safety Certificates is to create a safer environment/infrastructure in Cork City.

RECOMMENDED ACTION:

Ensure that new developments comply with current requirements and regulations under the Building Control Act 1990.

ACTIVITY 5: COMPLIANCE WITH FIRE SAFETY STANDARDS UNDER THE FIRE SERVICES ACT 1981

Cork City Fire Authority advises and enforces fire safety standards under the Fire Services Act 1981. The Fire Authority ensures that those identified as potentially dangerous buildings comply with the statutory provisions of the Fire Services Act 1981. Advice is given to the Courts and also to anyone who wants to avail of advice (schools, hospitals, crèches, etc.).

NETWORKING:

Internal: Law Department, Planning Directorate.
External: The Gardaí, Entertainment Venue owners, Landlords.

FUNDING:

Cork City Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Advising on safety standards on the Fire Services Act provides a safer environment and infrastructure in Cork City.

RECOMMENDED ACTION:

Target vulnerable population groups through Community Fire Safety Programme. Increase fire Safety Awareness through public education.

ACTIVITY 6: WATER RESCUE

Cork City Fire Brigade regularly responds to water rescue incidents. The Brigade is currently developing its policy and protocols on water rescue. Staff are being trained on water rescue safety procedures and a water rescue boat has been purchased.

NETWORKING:

Internal: _____
External: Harbour Board

FUNDING:

Cork City Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

The Fire Brigade water-rescuing service has intensified in the past years due to the number of incidents and the inherent dangers associated with this activity.

RECOMMENDED ACTION:

The Fire Brigade records all water incident calls. Most of these calls are to the River Lee and unfortunately many have tragic consequences. The Fire Brigade should analyse its records and make them available to all agencies and organisations that work with and in socially excluded areas/people in the city.

ACTIVITY 7: TRAINING COURSES

A training programme is ongoing, especially on First Responder and Line rescues. Other courses include Occupational First Aid Instructors, Fire Prevention, Hazardous Materials Instructors, Swimmer/lifesaving Instructors, etc.

NETWORKING:

Internal: Personnel Department.
External: Fire Services Council.

FUNDING:

Cork City Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

The Fire Brigade's objective is to work closely with communities in Cork City to prevent fire accidents.

RECOMMENDED ACTION:

- Training on Community Development and Social Inclusion Issues.
- The day to day experience of the Fire Brigade would be very useful to raise awareness in the City Council on anti-social behaviour and social inclusion issues.



ACTIVITY 8: CIVIL DEFENCE

Civil Defence is a National voluntary organisation and is divided into a number of different services comprising rescue, auxiliary fire service, casualty and welfare and river lake and coastal search and recovery unit. Civil Defence provides back up to the front line emergency services. Within each local Authority there is a full-time co-ordinator in the organisation. A new Civil Defence Headquarters is to be built adjacent to the Sub Fire Station on the North Ring Road. The Civil Defence is also involved with the Cork Joint Major Emergency Planning Group, an inter-agency (Cork City Council, Cork County Council, Gardai and the Southern Health Board) plan which sets the maximum measures and special arrangements in case of an emergency situation within Cork City and County.

NETWORKING:

Internal: Fire Department.
External: Department of Defence.

FUNDING:

Department of Defence (70%) and City Council (30%).

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

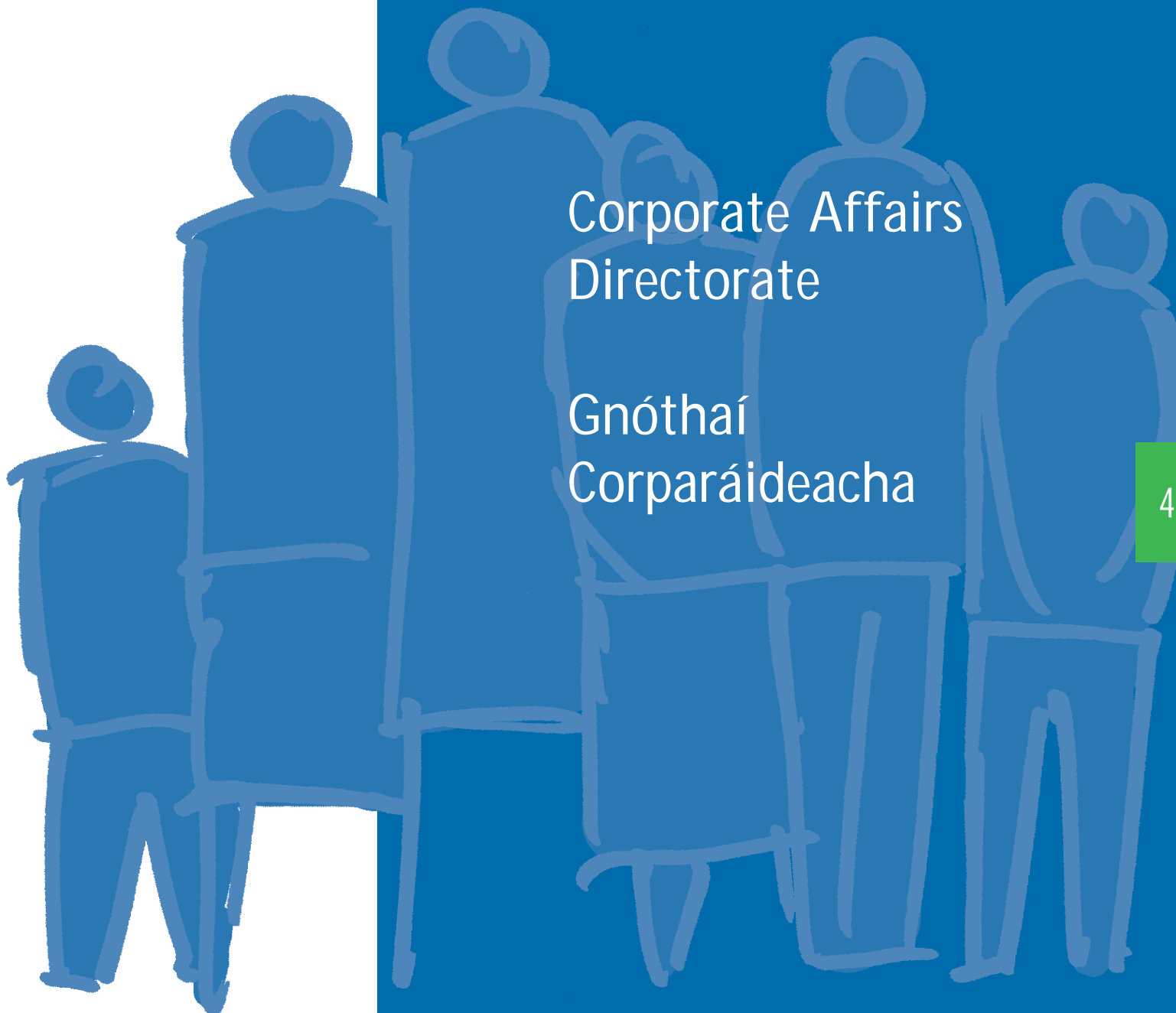
The Civil Defence provides services for community events such as stewarding, ambulance/first aid, and water safety and also is called out in the event of emergencies.

RECOMMENDED ACTION:

- The Civil Defence should link with the RAPID Programme and the Community and Enterprise Directorate to undertake activities on community development.
- The Civil Defence to develop its own web-site to promote its initiatives and actions.
- Working within the Community, to increase and enhance the membership of the organisation and to promote the principles of voluntary work.

Corporate Affairs
Directorate

Gnóthaí
Corparáideacha



STRATEGY:

- THE CORPORATE PLAN integrates the main goals and objectives of each Department within the City Council and a set of indicators to measure progress.
- CUSTOMER SERVICE ACTION PLAN

Website: <http://www.corkCity.ie>

DIVISION: COUNCIL

Policy within the City Council is formulated through Strategic Policy Committees (SPC) and Corporate Policy Groups (CPG). SPCs prepare the groundwork for policies, which are then decided by the City Council. There are five SPCs each with six members of Council and three from sectoral interests (environmental, cultural, and conservation organisations, businesses, Trade Unions, Community groups, etc). The five SPCs are the following:

- 1- *Housing & Community Services SPC*
- 2- *Environment SPC*
- 3- *Roads and Transportation SPC*
- 4- *Development & Planning SPC*
- 5- *Recreation, Amenities & Culture SPC*

The Objective of the SPCs is to assist the Council in the formulation, development and review of Policy. The Corporate Policy Group is formed of the Lord Mayor and the SPC chairs and provides a forum for policy issues.

ACTIVITY 1: ADMINISTRATIVE SUPPORT TO CITY COUNCIL MEMBERS

The Corporate Affairs Department provides a secretariat to support the Council and its Committees, the Lord Mayor's (An tArdmaheara) office, and the Corporate Policy Group through:

1. Recording Minutes on decisions taken by Council
2. Advising on Standing Orders (National Standardised orders) and Protocol (Lord Mayor's protocol outside Council meetings)
3. Arranging travelling for Councillors

NETWORKING:

Internal: Council elected members, SPCs members, Lord Mayor.

External: All public, organisations, companies, etc.

FUNDING: City Council Revenue.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

- Thinking strategically and managing for those that most need the City Council Services.
- Encouraging an outreach multidisciplinary model of support.
- Promoting and adapting services for disabled people.

The role of the Council members in making these recommendations policy is crucial and they have the ultimate responsibility in shifting towards a more socially inclusive City Council.

RECOMMENDED ACTION:

- Increase awareness of the recommendations presented in this Audit to City Councillors and Lord Mayor.
- Increase awareness on Social Inclusion issues to City Councillors, such as:
 - *Disability Proofing.*
 - *Literacy.*
 - *Homelessness, Refugees and asylum seekers, etc.*
 - *Travellers.*

The above recommendations on raising awareness are viewed by the Social Inclusion Unit as one of the most important actions to be undertaken within the City Council.

DIVISION: CUSTOMER CARE

STRATEGY:

Customer Service Action Plan

ACTIVITY 1: IMPLEMENTATION OF THE CUSTOMER SERVICE ACTION PLAN

The Customer Focus Section has been set up under the Corporate Affairs Department to implement the Customer Action Plan. This plan is aimed at improving the standards of City Council customer service through the following principles:

- *Access to Services and Information*
- *Convenience to Customers*
- *Information to Public*
- *Complaints and Appeals System*
- *Quality Service Standards*

NETWORKING:

Internal: All Departments involved

External: Public Equality Authority

FUNDING: Cork City Council Revenue

SOCIAL INCLUSION DIMENSION:

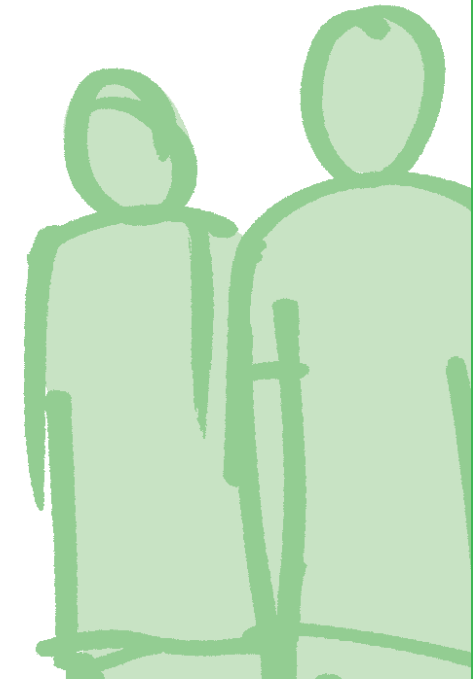
Ensuring that City Council services and information are accessible to people with literacy problems and disabilities is the main challenge not only for the Corporate Affairs Department but for other Departments. The Corporate Affairs Department should ensure that other Departments' services and information are fully accessible.

RECOMMENDED ACTION:

The following are some of the adaptations the Corporate Affairs Department should promote:

- Ensure all City Council application forms, complaint forms, and information pamphlets are literacy proofed and are accessible for people with disabilities (audio and Braille). It should be kept in mind that some of the forms or pamphlets are produced by National Government. If they are not literacy and disability proofed this issues should be raised at National Level to the Department of Environment.
- To ensure that all staff has access to awareness raising on disability issues.

- An Equality Policy to be developed. A fundamental feature of the policy will be awareness raising on equality issues as defined by the Equality Act.
- Provide access to sign language for members of the public at Reception Desk in City Hall. Several members of staff are trained signers. Staff on the Reception Desk should be able to call upon the services of the staff with knowledge of signing, if the need arises.
- Ensure that the City Hall and other Public Offices are accessible by people with disabilities, elderly and mothers with buggies.
- Evaluation of the Customer Action Plan and Corporate Plans to refer to impact of services on disadvantaged groups.
- Consultation with groups representing the disadvantaged to form part of on-going review of Corporate and Customer Action Plans.
- The Corporate Affairs Department should also take a leading role in carrying out an audit of Council buildings to determine their accessibility for employees with disabilities.



DIVISION: PROPERTY

The Property Section deals with City Council Property administration matters and therefore works mainly in co-ordination with the Housing Department, the Law Department, the Recreation and Amenities Department, and the Finance Department. The Property section deals in general with any property administration work that has to be carried out when the City Council sells or buys property.

ACTIVITY 1: ACQUISITION AND SELLING OF LAND AND HOUSES

NETWORKING:

Internal: Housing Department, Building Control Section, Law Department, Almost every Department that wants to buy or sell property or land.

External: Private valuers, Auctioneers, General public for shared ownership houses, Solicitors.

FUNDING: City Council Revenue.

SOCIAL INCLUSION DIMENSION:

Ensure that social inclusion priorities are reflected in the acquisition and purchase of properties.

RECOMMENDED ACTION:

Ensure that the major property purchases and selling decisions by the City Council are poverty proofed.

ACTIVITY 2: DERELICT SITES

NETWORKING:

Internal: Planning Department (certify derelict houses); Housing Department; Law Department.

External: General Public, Solicitors, An Bórd Pleanála (permission to acquire land).

FUNDING: Cork City Council Revenue.

There is a land acquisition budget between Property, the Law Department and Finance Department, but it is limited and only used in some instances. There is no specific budget for derelict sites.

SOCIAL INCLUSION DIMENSION:

There is potential in using derelict sites as locations for social housing or as a site for other activities beneficial to the community.

RECOMMENDED ACTION:

The Property Section should expand the buying of derelict sites by the City Council, which would have the following impacts:

- To reduce the number of derelict properties in the City, which is a major issue in terms of safety for the public and the image of Cork.
- Increased possible supply of land for socially beneficial use.

ACTIVITY 3: TITLE INVESTIGATION

There is a property investigator, who investigates the title of properties.

NETWORKING:

Internal: Law Department, Planning Department, Recreation and Amenities Department and Housing Department.

External: Solicitors, auctioneers, public.

FUNDING: Cork City Council Revenue.

SOCIAL INCLUSION DIMENSION:

Good quality environment.

RECOMMENDED ACTION:

Targeting of properties in disadvantaged areas so that land can be utilised for socially beneficial purposes.

ACTIVITY 4: MANAGE PORTFOLIO OF ENGLISH MARKET

The English Market is owned by the City Council but run privately by the MALL Management Company, who rents the stalls of the market to businesses.

NETWORKING:

Internal: Property Department.

External: MALL Management and public.

FUNDING: City Council Revenue.

SOCIAL INCLUSION DIMENSION:

Closed or open Markets are a great way of promoting not only local businesses but also Cork's Culinary Culture. They are spaces where people feel relaxed and where there is a wide choice of produce that is mostly local.

RECOMMENDED ACTION:

- The City Council should promote the English Market as one of the main social assets for the City.
- The Property Section in conjunction with other Departments should consider the question of building other markets in the City. For example, the introduction of a market in the Dockland's Development Plan would be a good Strategy to promote local businesses creating an active and attractive space for people to shop. Markets also attract visitors and tourists. Promotion of a quality outdoor market to be considered on a pilot basis.

DIVISION: FRANCHISE

The Franchise section is responsible for preparing and publishing the Register of Electors each year. The Register is a list of all persons who are entitled to vote at elections and referenda.

ACTIVITY 1: REGISTER UPDATED YEARLY

The Franchise Section is responsible for preparing and publishing the Register of Electors each year.

NETWORKING:

Internal: Housing Department - Rents and Allocations section.

External: All citizens of Cork.

FUNDING: City Council Revenue.

SOCIAL INCLUSION DIMENSION:

Democratic participation for all citizens in Cork.

RECOMMENDED ACTION:

- Identify special needs of disadvantaged groups who are less likely to be registered. This should be completed prior to next local elections.
- The Franchise section should literacy proof and supply adapted forms and information for people with disabilities (Braille). The Corporate Affairs Directorate to have a crucial role in highlighting the need for forms, which are designed nationally, to be disability proofed.
- Raising awareness among Franchise front line staff is of major importance to provide full support to people who face literacy problems and a disability. Awareness raising is an effective tool to provide a more accessible service and ultimately opens participation to elections for people who otherwise would not participate.

ACTIVITY 2: ADVERTISING BEFORE ELECTIONS

Encouragement to vote and promote elections is carried out through advertising in the newspapers, the radio, and on posters. The City Council and County Council jointly publicise elections in the radio and newspapers. The Gardaí and An Post support the advertising of elections by hanging posters in their offices.

NETWORKING:

Internal: Library.
External: Gardaí, Post offices, County Council.

FUNDING: Cork City Council Revenue.

SOCIAL INCLUSION DIMENSION:

Increased participation in democratic process by all groups.

RECOMMENDED ACTION:

The Social Inclusion Unit, in conjunction with the Franchise Section, should look at completing a study on participation in elections. As a result of this study, guidelines should be produced to increase participation rates among disadvantaged groups.

ACTIVITY 3: SUPPLEMENTARY REGISTER (VOTING)

If a person wants to be registered for the first time he/she applies for a supplementary register.

NETWORKING:

Internal: -
External: People who are entitled to vote.

FUNDING: Cork City Council Revenue.

SOCIAL INCLUSION DIMENSION:

Access to democratic participation.

RECOMMENDED ACTION:

The Franchise Section should ensure that application forms for supplementary register are literacy proofed and that alternative methods are made available for people with disabilities and elderly people (Braille). Increase supports for staff who are encouraging disadvantaged groups to register.

ACTIVITY 4: POSTAL VOTES

Postal votes are carried out specifically for those people unable to access the Franchise offices.

NETWORKING:

Internal: -
External: Disabled people, elderly, hospitals, nursing homes, Army, and Diplomats.

FUNDING: Cork City Council Revenue.

SOCIAL INCLUSION DIMENSION:

The option of postal votes is an excellent method of voting for people who are unable to physically reach the Franchise Offices.

RECOMMENDED ACTION:

- The Franchise Section should point out to the National Government, that forms for registration should be literacy proofed. The provision of alternative voting methods for people with disabilities (Braille, audio, etc) should also be provided by the National Government.

ACTIVITY 5: CHANGE OF ADDRESSES

When people move residence they are required to fill an application form in order to change their electorate area.

NETWORKING:

Internal: -
External: Public.

FUNDING: Cork City Council.

SOCIAL INCLUSION DIMENSION:

Literacy proofing application forms and adapting forms for people with disabilities is of significant importance to ensure equal access to the voting process. It is also imperative that the Franchise Office staff is aware of people with literacy difficulties and people with disabilities, to guarantee their access to this service.

RECOMMENDED ACTION:

- The Franchise Section should ensure that change of address application forms are literacy proofed, and that alternative methods are made available for elderly people and people with disabilities.
- Raising awareness among the Franchise office front line staff is crucial to ensure people with literacy problems and disabilities access the voting process.

ACTIVITY 6: HALTING SITES

The Franchise section distributes pamphlets and information in Halting Sites through the Housing Department.

NETWORKING:

Internal: Housing Department.
External: Halting sites.

FUNDING: Cork City Council

SOCIAL INCLUSION DIMENSION:

Providing information in halting sites ensures to some extent the participation of Travelling communities in elections. However, it should be kept in mind that accessibility to forms, pamphlets and information,

unless literacy proofed may prove inadequate. Providing staff support in halting sites to disseminate information on the voting process and providing support to fill forms, are crucial actions that will guarantee the participation in elections of all communities within Cork.

RECOMMENDED ACTION:

All the recommendations below would promote the participation of the Travelling community in elections:

- Provide literacy-proofed forms and information.
- Provide staff support to fill forms.
- Provide informal presentations on election procedures.

DIVISION: COMMUNICATIONS SECTION

The Communications section is formed of a Communications team (Committee) which undertakes a set of functions. The main role of the team is to:

- Provide information on each Directorate initiative, project, and function.
- Assist in development of Corporate and individual Directorates Communications Strategies.
- Assist in dissemination of information internally and externally.
- Adopt a lead role in meeting the Directorate's communications needs.
- Facilitate access to information.
- Advise on and initiate articles, radio interviews, and television exposure.
- Initiate media coverage.

The Communication Section carries out the following activities:

ACTIVITY 1: NEWSLETTER FOCUS

The Communications section produces an internal newsletter (Focus) on City Council issues and staff six times a year. This newsletter is distributed to all City Council Staff through the Communications Committee/Team.

NETWORKING:

Internal: All Departments
External: -

FUNDING: City Council Revenue

SOCIAL INCLUSION DIMENSION:

Raising awareness on Social Inclusion issues through the newsletter is crucial to promote the Social Inclusion agenda among City Council staff.

RECOMMENDED ACTION:

The Social Inclusion Unit and the Communications section should work in conjunction to make sure information on Social issues is constantly included in the Newsletter. An article on the role of the Social Inclusion Unit has already been included in one of the Focus Newsletter edition. The role of the Social inclusion Committee should become a regular feature of the newsletter.

ACTIVITY 2: INTRANET

Each Directorate will in future update the Intranet information. The Communications Liaison Officers who have been appointed to each Directorate will undertake this task. This information will then be given to I.T. to be put on the Intranet.

NETWORKING:

Internal: All Departments.
External: -

FUNDING: City Council Revenue.

SOCIAL INCLUSION DIMENSION:

The Intranet is an excellent tool that will provide information on the role of the Social Inclusion Unit and the activities it undertakes. Reaching City Council staff is crucial to ensure that Social Inclusion becomes, as stated by the Corporate Plan, one of the main City Council goals.

RECOMMENDED ACTION:

Information in regard to the Social Inclusion Unit should be included in the Intranet System. This would include:

- Activities of the Social Inclusion Unit.
- Activities of the Social Inclusion Committee.
- Minutes of the Social Inclusion Committee.
- Information on social inclusion conferences/seminars/etc.
- Training on communication strategies with specific reference to social inclusion will be provided by the SIU for all Communication Liaison Officers.

ACTIVITY 3: TRAINING PROGRAMMES

The Corporate Affairs Department is working with the Personnel Department on the standardisation of training courses. It is hoped to use staff as trainers who may have specific skills.

NETWORKING:

Internal: Corporate Affairs.

FUNDING: Cork City Council Staff.

SOCIAL INCLUSION DIMENSION

Training programmes to support the social inclusion focus of City Council.

RECOMMENDED ACTION:

Impact on the social inclusion focus of the City Council should become a key theme underpinning the selection and evaluation of training programmes being provided the Personnel Department.

ACTIVITY 4: CITY NEWS NEWSLETTER

This newsletter is edited four times a year and is sent to every household of the City. The newsletter covers the major developments and projects the City Council is involved with.

NETWORKING:

Internal: The newsletter is available to all City Council Staff.
External: Public.

FUNDING: Cork City Council Revenue.

SOCIAL INCLUSION DIMENSION:

The City News newsletter should be used to highlight the work of Cork City Council on Social issues; specifically the work of the City Council's Social Inclusion Committee and the Unit.

RECOMMENDED ACTION:

An article on the social inclusion focus of each Directorate/Department to be included in each issue of the Newsletter.

ACTIVITY 5: NEWSPAPERS

The City Council provides information on City Council Activities (Planning, Roads, Water, etc) and also on issues around the City Council activities.

NETWORKING:

Internal: All Departments.
External: Public.

FUNDING: City Council Revenue.

SOCIAL INCLUSION DIMENSION:

The activities that the City Council is undertaking on Social Inclusion should be highlighted throughout the media. Increased public awareness of the role of the City Council must be seen as a central objective of the Council's communication strategy.

RECOMMENDED ACTION:

The Communications Section, with the assistance of the SIU, to highlight the actions being taken by the City Council to promote social inclusion.

ACTIVITY 6: INTERNET

All information to be put in the Internet is collated and given to the IS Department by the Communications team.

NETWORKING:

Internal: All staff.
External: Access to web-site by public/world.

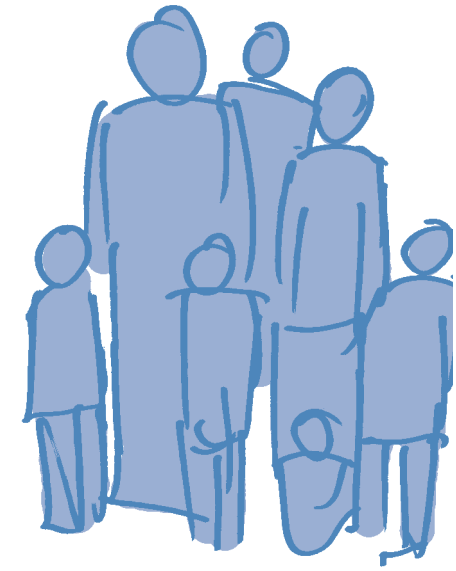
FUNDING: Cork City Council Revenue.

SOCIAL INCLUSION DIMENSION:

Public awareness of the actions being taken by the City Council to promote social inclusion.

RECOMMENDED ACTION:

The Social Inclusion Unit in conjunction with the Communication section and IS Department should make sure the City Council Site provides relevant information on social inclusion. The Website to be reviewed on a regular basis for its social inclusion focus.



Section: FREEDOM OF INFORMATION

Main Documents: Freedom of Information Act 1997
Guide to the functions and records of Cork City Council
The rules, procedures, and guidelines used by Cork City Council

ACTIVITY 1: ACCESS TO PERSONAL FILES AND RECORDS

The Freedom of Information Act 1997 gives the public the right to access records and information held by Local Authorities and Health Boards. These rights of access to information are subject to certain exemptions in order to protect the public interest and the right of privacy.

Requests to access information are made in writing and the Head of the Department that holds the records takes the decision. The City Council has to give an explanation if information is not given. If information is not provided there is an appeal process available.

NETWORKING:

Internal: All Departments.
External: Public.

FUNDING: City Council revenue.

SOCIAL INCLUSION DIMENSION:

The Freedom of Information Act is a very efficient tool to ensure City Council procedures become more transparent and reliable to the public.

RECOMMENDED ACTION:

Awareness raising on the Freedom of information Act among communities is of major importance to ensure people are aware of their rights, specifically Travellers, long-term unemployed people, people with disabilities, etc. The City Council should support groups and agencies working in this area.

Section: OMBUDSMAN ACT

STRATEGY: OMBUDSMAN ACT

The Ombudsman Act gives the public a right to complain if they feel that they have been unfairly treated in their dealing with the public bodies, including local authorities. The Ombudsman's Office was set up in 1984 in Dublin to examine the public's complaints. It is intended that a local policy will be drawn up through the Customer Plan to provide a procedure where people will be able to call for a review of their complaint within the City Council. This would reduce the need to complain directly to the Ombudsman and encourage the public and the Ombudsman to first call for a review of the complaint internally within the City Council.

ACTIVITY 1: Mediation office for administration of Ombudsman Act

NETWORKING:

Internal: All Departments.
External: Ombudsman Office in Dublin.

FUNDING: City Council Revenue.

SOCIAL INCLUSION DIMENSION:

A transparent and responsive City Council.

RECOMMENDED ACTION:

Raising awareness among City Council staff on the rights of the public to be treated equally through the Ombudsman Act and Freedom of Information needs to be addressed by the Personnel Department. Awareness raising on the Information Act among communities is of major importance to ensure people are aware of their rights, specifically Travellers, long-term unemployed people, people with disabilities, etc. The City Council should support groups active in this area.

Planning Directorate

An Roinn Pleanála



PLANNING DEPARTMENT STRATEGY: Cork City Development Plan
Cork City Development Plan Review 1998. A new City Development Plan has been adopted in 2004.

The City Development Plan includes all the policies in relation to the development of the City and sets a framework for:

- 1- *Housing and Social Policy.*
- 2- *Roads and Transport.*
- 3- *Use of land for residential and employment purposes.*
- 4- *Environmental issues.*
- 5- *Physical development of the City.*

The Plan takes into account national, regional and local strategies, policies and plans. These are as follows:

National:

- National Development Plan 2000-2006.
- National Spatial Strategy.
- Sustainable Development: A Strategy for Ireland 1997
- National Anti-Poverty Strategy (NAPS) and Social Inclusion.
- Ministerial Guidelines: Childcare, Housing Strategies, Retail Planning, Residential Density, Conservation and Telecommunications Antennae and Support Structures.

Regional (adoption with Cork County Council):

- Cork Area Strategic Plan (CASP).
- "Draft Cork Docklands Development Strategy".
- "Joint Housing Strategy - Cork Planning Authorities".
- "Cork Strategic Retail Study".

Local:

- "Imagine our Future" Economic, Social and Cultural Integrated Strategy 2002-2012.
- "Integrated Areas Plan for Blackpool/Shandon" and the Living Over the Shop Scheme.
- Urban & Village Renewal Measure 2002-2006.
- Shandon Action Area Plan.
- Employment and Land Use Survey.
- St Patrick's Street Development Brief.
- Docklands Development Strategy.
- Cork High Buildings Study.
- Cork Residential Design Guidelines.

WORK AT COMMUNITY LEVEL:

A consultation process for the new City Development Plan was undertaken through written submissions and public meetings.

DIVISION: PLANNING POLICY SECTION

The Planning Policy team has carried out a process of consultation for the new City Development Plan 2004.

ACTIVITY 1: DEVELOPING THE NEW DRAFT CITY DEVELOPMENT PLAN

NETWORKING:

Internal: All Departments.
External: Most National and Regional Governmental and Semi-State Bodies, Consultation Process: private companies, community groups, and the public.

FUNDING: Rates and Local Government Fund, Planning Application Fees.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

The City Development Plan will integrate the Integrated Strategy "Imagine our Future" and the Anti-Poverty Strategy at local level.

RECOMMENDED ACTION:

- The new City Development Plan should address the recommendations presented in this Social Inclusion Audit.
- Integrate social inclusion within each area of policy through the creation of a framework, which will guide each Department and the Development Control Section towards a more socially inclusive City Development Plan. The Social Inclusion Unit is working with the Planning Policy Team in ensuring that the Plan will have a strong social inclusion focus.

ACTIVITY 3: IMPLEMENTATION OF THE CASP AND RAIL STUDY (IARNRÓD ÉIREANN)

NETWORKING:

Internal: All Departments.
External: Iarnród Éireann, Cork County Council.

FUNDING: Rates and Local Government Fund, Planning Application Fees.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Access to employment for all sections of the community and the development of a quality accessible infrastructure.

RECOMMENDED ACTION:

- Ensure disability access in proposed rail links.
- Carry out consultation with disability groups in the design of services.
- Prioritisation of public transport to meet the needs of non-car owning households.
- Evaluation of Urban Renewal Schemes must refer to impact on disadvantaged groups, with particular reference to increased employment opportunities for local communities.

- Legislation time restrictions for the completion of Development plans limits the process and practice of consultation. The use of Planning participatory consultation techniques require time and the current National time restrictions limit the use of more socially inclusive methods of consultation. The Planning Directorate should review the process of consultation for the preparation of Draft Development Plans and a recommendation could be considered to Government.
- Research undertaken by the National Adult Literacy Agency shows that 25% of the Irish population has literacy problems. The use of written submissions to consult with the public for local plans therefore alienates people with literacy difficulties. This issue should be explored and the use of participatory planning consultation should become a common practice.
- The Social Inclusion Unit has developed a draft social inclusion checklist. The Planning Policy Section will further refine this checklist. When new area plans are being prepared the Planners should ensure that this checklist is central to the development of proposals. Local area plans must include the following:
 - A participatory planning consultation process within the area (what do communities want to see in their own particular area?).
 - Targeted focusing on the needs of the socially excluded.

ACTIVITY 2: CONSERVATION

The Conservation Section provides:

- Implementation of Legislation regarding Protected Structures (Planning & Development Act 2000).
- A Grants Scheme for conservation purposes.
- A Review of protected structures.
- Cork City Conservation areas.
- Identifies endangered buildings

NETWORKING:

Internal: Development Control in Planning Department.
External: Department of Environment, RIAI, An Taisce.

FUNDING: Rates and Local Government Fund, Planning Application Fees.

SOCIAL INCLUSION DIMENSION OF ACTIVITY: Protection of Architectural Heritage for all.

RECOMMENDED ACTION

Increased focus on identification and Protection of endangered Heritage Structures.

ACTIVITY 4: MANAGING AND MONITORING URBAN RENEWAL

This activity involves:-

- the Blackpool IAP (tax incentive scheme).
- the Living Over the Shop Scheme (tax incentive scheme).
- Shandon Renewal
- Inner City Regeneration

NETWORKING:

Internal: All Departments.
External: Investors, public.

FUNDING: Rates and Local Government Fund and Planning Application Fees.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Economic regeneration linked to employment creation.

ACTIVITY 5: INTERDEPARTMENTAL PROJECTS

The main interdepartmental projects are:-

- Docklands Development.
- City Boundary Extension.
- Space for Arts.
- Recreational Needs Study.
- RAPID.
- Public Art Committee.
- Housing Strategy.

NETWORKING:

Internal: Recreation and Amenities Directorate, and Community and Enterprise Directorate.
External: Private Investors, Contractors, Public Agencies, etc.

FUNDING: Rates and Local Government Fund, and Planning Application Fees.

SOCIAL INCLUSION DIMENSION OF ACTIVITY: Prioritisation of social inclusion agenda, which has been identified in the linkage of each Directorate to these plans and projects.

RECOMMENDED ACTION:

- The City Development Plan needs to fully incorporate the social inclusion aspects of each of these inter departmental projects.

ACTIVITY 6: OTHER PROJECTS AND ACTIVITIES

Other projects and activities generated by the Planning Policy Section are:-

- Patrick's St. Development Brief.
- Ursuline Convent Development Brief.
- High Buildings Study.
- Employment Survey.
- Economic Monitor.
- Council Motions.
- Data Analysis.
- Policy Documents Review.
- Strategic Management Initiative.
- Computerisation.
- Library.

NETWORKING:

Internal: All Directorates and Departments.
External: DOE, Cork City CDB.

FUNDING: Rates and Local Government Fund and Planning Application Fees.

SOCIAL INCLUSION DIMENSION OF ACTIVITY: Developing and shaping quality of life in Cork City.

RECOMMENDED ACTION:

- The new City Development Plan should be developed with regard to the social inclusion implications of these projects.

DIVISION: DEVELOPMENT CONTROL

STRATEGY:

Cork City Development Plan

ACTIVITY 1: IMPLEMENTATION OF THE CITY DEVELOPMENT PLAN REVIEW THROUGH PLANNING APPLICATIONS

The Development Control Section processes planning applications having regard to policies in the City Development Plan. The planning applications are first sent to all Departments for observations and are then processed by the section. The list of applications is

published in the newspapers and on the Internet. The public can make submissions within the first 5 weeks of the date of application. There is also provision for an appeals process, which is processed through An Bord Pleanála (applicant or 3rd party). If the Project is above a certain size or of a particular type, the Development Control Section consults with a range of Bodies as set out in the Planning Act.

The Development Control Section implements the City Development Plan. When a planning application is made, it is sent to each Department for observations in relation to their own policy (environment, housing, roads, etc).

NETWORKING:

Internal: All Directorates and Departments.
External: Applicants, contractors, etc.

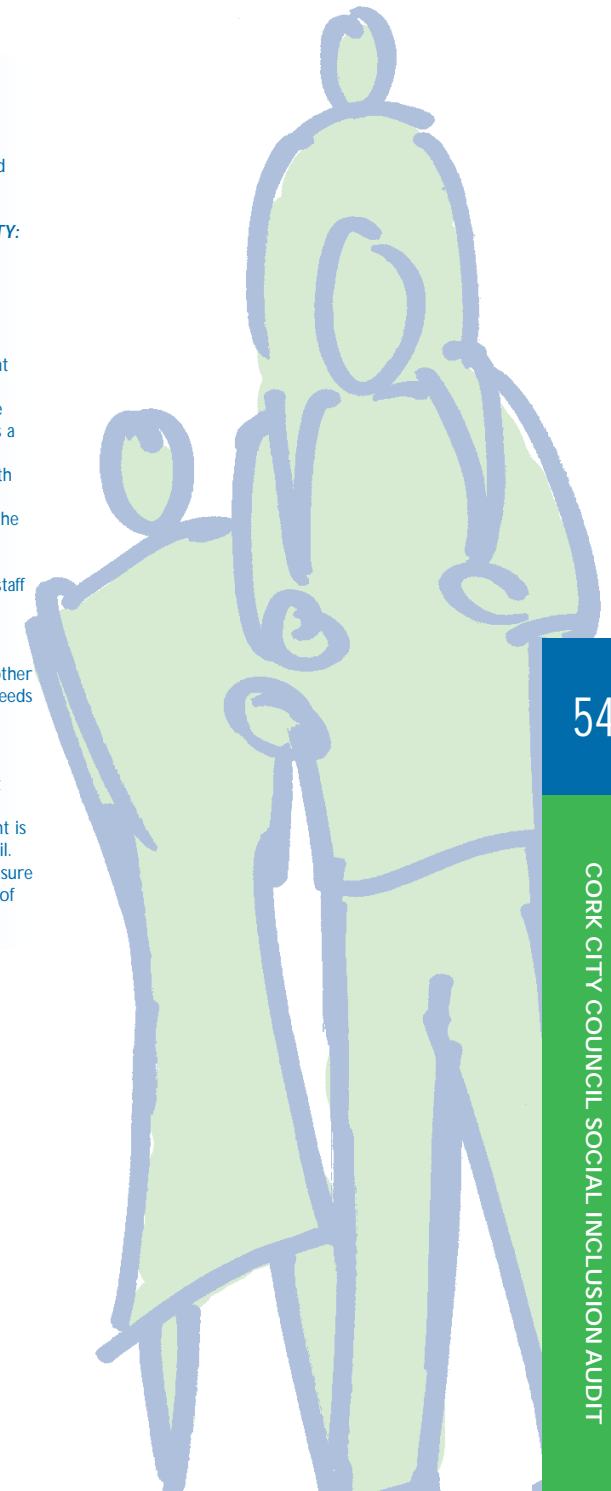
FUNDING: Rates and Local Government Fund and Planning Application Fees

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Prioritisation of social inclusion agenda in the assessment of applications.

RECOMMENDED ACTION:

- The Social Inclusion Units are in the process of completing a template on sustainable development and social inclusion, to be considered by Development Control and to be added if possible within the forthcoming City Development plan as a guideline for the Development Control section.
- The Planning Directorate should work closely with the Community and Enterprise Department in developing a community development policy for the Council. Specifically in relation to Community Participation policies/charter.
- Raising awareness among Development Control staff is very important to ensure that the forthcoming checklist on sustainable development and Social Inclusion is implemented in the assessment of planning applications and in the development of other policies. Training for Development Control staff needs to be organised.
- Criteria should be developed for planning applications that include a strong Social Inclusion aspect. Once Criteria are established the relevant planning applications could be sent to the Social Inclusion Unit for comments. Such an arrangement is already underway in South Dublin County Council. The input from the Social Inclusion Unit could ensure that the relevant attention is given to the impact of planning applications on social inclusion.



Docklands and Special Projects

Ceantar na nDugaí

The Cork Docklands Development Strategy sets out a vision for a new urban quarter in Cork that will revitalise the City through high quality, contemporary design and a vibrant mix of uses.

An extensive range of uses are proposed including:

- Million sq. ft of new non-residential uses including offices, university, retail, cultural and leisure facilities extending through the north and south dock area.
- Approximately 6,000 new homes.
- New parks, public spaces and pedestrian routes.

STRATEGY:

Cork Docklands Development Strategy
Cork City Development Plan (forthcoming)
CASP

FUNDING:

Development of partnership structure to encourage private investment.

ACTIVITY 1: ENDORSEMENT OF STRATEGY

NETWORKING:

Internal: Housing, Planning and Community and Enterprise Directorates.
External: Cork City CDB and Private sector.

SOCIAL INCLUSION DIMENSION:

The Docklands Development is an exciting opportunity to re-juvenate the riverfront part of the City in a way, which can offer attractive investment opportunities and also enhance the sustainability of communities in Cork. The development of the Docklands provides a unique opportunity to deal with a range of quality of life issues that impact on many inner City areas. These quality of life issues can be summarised as follows:

- Access to public services.
- Access to affordable housing for the purposes of creating and sustaining a community, which is inclusive of all sections of society.
- Employment opportunities.
- Education and training.
- Access to transport.
- Community infrastructure.
- The Barcelona Declaration and meeting the need of persons with disabilities.

The Docklands Development will make a positive contribution towards the development of a "Sustainable Community" within the City. As part of its commitment to realising its own corporate social inclusion objectives, the City Council must play the lead role in ensuring that a balanced, sustainable and inclusive community lives in the Docklands Area. Although private developers are expected to finance the development, the City Council has a key role in ensuring that all the elements for a sustainable community are incorporated into the planning guidelines for the development. This role must be undertaken with a strong sense of strategic purpose so that the Docklands Development will become a national model of best practice in urban regeneration. The absence of a leadership role by the City Council will ensure that the development becomes developer lead, which will clearly lack any social inclusion focus and minimise the wider benefits to City.

RECOMMENDED ACTIONS:

Mixed tenure development:

The Docklands Area must not become an Area of mono-tenure development. An over reliance on developer-lead initiatives may result in the vast number of accommodation units being purchased by investors for the private rented sector. An excessive number of private rented units may have a detrimental effect on the character of the Docklands Area. These include:

- Development of the Area as a zone of short stay transient accommodation for largely young and affluent households. Experience to date has shown that for many Irish households, the private rented sector is a short-term experience prior to homeownership in the suburbs. An excessive number of units developed for short stay accommodation purposes will reduce the attractiveness of the Area as a desirable location to live for other households for a number of reasons. These include: less demand and consequently under-development of facilities needed by other types of households: a tendency to develop 'gated' communities, which undermine potential of shared public spaces within the Area and the erosion of possibility of civic participation, which characterises long stay communities.

- The implications of a high level of dependence on the private rented sector which also needs to be explored may characterise the Docklands Area as a dormitory development, with or no intrinsic linkage or contribution to the other development objectives of the Project. On the other hand, creating the space for the emergence of a diverse and long stay community will ensure the greater sustainability of the proposed retail and other commercial developments through access to a local customer base and the development of a neighbourhood setting, which will attract shoppers from all over the City (e.g. the fashionable shopping districts of many European cities are also highly sought residential locations).
- A change in economic fortunes may radically alter the attractiveness of large blocks of previously high demand private rented apartment blocks. In these circumstances, where there is a downturn in employment, investors may turn in large numbers to the rent supplement sector. This could have the effect of transforming apartment blocks into the welfare housing estates of the future, where there is a lack of good quality public services needed by persons on low incomes.

In response, the planning guidelines for developments in the Docklands Area must promote:

- Home owners purchasing apartments in the Area.
- The development of family apartments (e.g. 3-4 bedroom apartments) consistent with demand and family sizes.
- Adequate number of apartments specifically designed for elderly persons and persons with disabilities.

QUALITY SOCIAL HOUSING

The requirement of Section V of the Planning Act for the insertion of social housing into the Docklands Area should be seen as a positive basis on which to build the emergence of a diverse and sustainable community. Both the 15% requirement for affordable housing and the 5% requirement for social housing are two mechanisms, which should be used to develop the supply of quality housing for lower income groups.

Targeting of measures to assist purchase by homeowners under the Affordable Accommodation Schemes.

Particular attention needs to be given to ensuring that the measures under the Affordable Accommodation Schemes assist eligible homeowners purchase accommodation in the Docklands Area.

SOCIAL HOUSING SUPPLIED BY CORK CITY COUNCIL

Social Housing supplied by Cork City Council will play a major role in developing a diverse and sustainable community in the Area. A key challenge is ensuring that the 5% of accommodation units allocated to social housing are 'pepper shot' throughout the development. Geographical concentrations of social housing units will replicate the disadvantages experienced by other Areas (e.g. in Knocknaheeny), where there are large concentration of social housing units. The main advantages of a peppercorn approach is the integration into a shared community setting between social housing tenants and other occupiers, which eliminates the difficulties associated with geographical concentrations of social housing.

There is a need to explore how an adequate number of accommodation units, which are to become the responsibility of Cork City Council, are specifically adapted to meet the needs of elderly persons or persons with disabilities. An on-going criticism of Cork City Council's own housing stock is that it is for the most part not built for persons with disabilities. The 5% allocation represents an opportunity to develop made-to-measure accommodation for these groups.

Managing a dispersed population of local authority tenants in an apartment setting will pose new challenges for Cork City Council. The experience of the Dublin Docklands Strategy is that from the outset it is crucial to plan for the integration of social housing tenants into a largely private complex. Planning for the integration process will involve the following elements:

- Cork City Council taking responsibility for paying common area maintenance fees of its tenants in the complexes where they will live. Any difficulty on this issue will seriously erode the confidence of the developers and other investors in the capacity of City Council tenants to contribute on an equal basis to the upkeep of the complex.
- Adoption of flexible/localised maintenance arrangements, which are compatible with care and management practices, identified with local authority schemes.
- Support for tenants who are offered these apartments.
- A comprehensive support system in place through the work of tenant liaison officers and local area managers.

DEVELOPMENT OF A NON-PROFIT PRIVATE RENTED SECTOR

The development of the Docklands Area presents an unprecedented opportunity for the development of a non-profit private rented sector in Cork. In many European cities, the non-profit sector is a major provider of housing to a diverse needs range of households with a strong focus on integration.

There are a number of different models of housing association (e.g. co-ops, special needs housing, and right-to-buy housing). A significant characteristic of housing association on continental Europe is their explicit objective of building and sustaining communities composed of different types of households such as: the elderly, students, persons with disabilities, etc. Respond is an example of a similar Irish organisation that has used this approach.

It is crucial that land is made available to the non-profit sector for the purposes of developing a range of housing programmes. A specific objective of encouraging the development of the non-profit sector must be the development of communities, where there is a range of household types such as: working persons, non-working persons, persons with disabilities, students and elderly.

Particular attention also needs to be given to facilitating the presence of special needs housing (e.g. supported housing for the homeless, elderly and persons with disabilities). There are already a number of successful examples in Cork where the non-profit sector is providing quality special needs housing in residential Areas.

IDENTIFICATION AND ZONING OF AREAS FOR COMMUNITY INFRASTRUCTURE

The successful development of an integrated community is predicated on the presence of a comprehensive community infrastructure. It is vital that locations suitable for the insertion of vital community infrastructure are now identified. Essential community infrastructure includes:

- Primary schools.
- Community Centre.
- Cinema/Theatre.
- Library.
- Shops.
- Banks.
- Post Office.
- Leisure facilities.
- Parks/open spaces.

ACCESS TO PUBLIC SERVICES

Access to public services is crucial for all households living in the Area - particularly those households on low incomes or with special needs. In line with the current emphasis on the decentralised integrated delivery of public services, there is a need to identify a location for a one-stop facility where the SHB, Cork City Council and other agencies can co-operate in the delivery of services. This facility should be located in a location, which lessens the demarcation between public and private facilities (adjacent to or within a large retail outlet).

TRANSPORT

Specific attention needs to be given to ensuring that households can travel in and out of the area without relying on cars. The provision of good quality public transport is particularly important for low-income households. The proposed guided bus line linking the City Centre and Mahon, which will run through the Docklands Area, is particularly important. Attention needs to be given to ensuring that the Area is accessible to bus services linking other parts of the City.

The Docklands Area is also flat and close to the City Centre, which makes it ideal for cycling. The Area should be developed with specific attention to bicycle lanes and secure public parking for bikes.

EDUCATION

As mentioned previously, access to life long learning and training opportunities will be a crucial element in the range of public services, which need to be available to the population of the Docklands Area. The development of these opportunities needs to be co-ordinated with the proposed development of a third level campus in the area. A number of points need to be considered:

- A needs analysis of the educational requirements of a mixed population that will include a significant population of families with children. The issue of whether the existing local primary schools can cope with the expected increase or whether new facilities need to be built in the Area needs to be addressed.

- The proposed linkage between a third level campus and the development of a mini industrial park offers new opportunities to attract investment and sustain employment in the Area. It is recommended that the third level campus be developed as a 'stand alone' facility'. The experience of many satellite campuses is that they work best where there is a complete relocation of several academic departments. It is worthwhile noting the experience of Vancouver where an old industrial zone was redeveloped into a vibrant residential, artistic and commercial area. The City relocated its Art School to the area and it stimulated a huge range of spin-off enterprises. (for further information check the web).

- The lifelong learning needs of the total population must also be considered. The development of training facilities that enable persons with low level qualifications, to access the high tech employment proposed for the Docklands should be considered.

IMPLICATIONS OF ADOPTION OF BARCELONA DECLARATION

The forthcoming adoption of the Declaration by the City Council will place added urgency on ensuring that all of the developments are 'proofed' against its requirements on dealing with issues related to disability. Use should be made at the design stage of the advice and support, which is being provided by the National Steering Committee on the implementation of the requirements of the Declaration.



Housing Directorate

Stiúrthóireacht Tithíochta



DIVISION: PROPERTY

ACTIVITY 1: INDIVIDUAL HOUSE PURCHASING

NETWORKING:

Internal: Law Department, Corporate Affairs, Engineers, Housing Directorate.
External: Solicitors, Auctioneers, Public representatives.

FUNDING:

Department of Environment, Internal capital refunds.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Meeting the needs for social housing.

RECOMMENDED ACTION:

- Promote individual house purchase to a greater extent by encouraging social housing mix. There is a need to identify and support the needs of tenants living in private estates.
- Overall the policy to place local authority tenants in private estates is considered a positive response to the social exclusion and isolation experienced by people in disadvantaged social housing estates. For this reason, it is recommended that, the policy should not only be maintained but also expanded. National policy should be informed by City Council regarding this matter.
- It is recommended that a short information booklet, outlining tenant's rights and obligations be made available to all tenants. Appropriate implementation structures should be introduced, ie. Estate management and awareness raising.
- It is recommended that, where possible, tenants with high level indicators of vulnerability be moved to areas where there are relatives and/or support structures nearby. This policy would help to offer an extra degree of support for City Council tenants.
- Shared ownership options should regularly be conveyed to tenants. Information campaign should be developed and launched, along with all other purchase options.
- House purchases by local authority tenants should be in areas where there is a good social mix of private renters and owners.
- The Housing Directorate believes that the policy to locate Cork City Council tenants in private estates has an important role to play in promoting integration and reducing social segregation. Such an approach needs to be adopted with developers in the application of Part V.

ACTIVITY 2: PURCHASE OF TURN KEY DEVELOPMENTS

NETWORKING:

Internal: Architects, Law Department, Corporate Affairs (property), Engineer (Housing Directorate).
External: Solicitors, Auctioneers, Builders for development, Public.

FUNDING:

Department of Environment, Internal capital refunds.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Meeting the needs for social housing.

RECOMMENDED ACTION:

- Ensure access to local area management, as in all City Council Estates, support to deal with anti-social behaviour and maintenance.
- Development of Estate Management support for all residents, including tenants, renters, and affordable housing applicants.

ACTIVITY 3: EXTENSIONS TO LOCAL AUTHORITY HOUSING

NETWORKING:

Internal: Architects, Engineers, Planning Directorate, Housing Assessment Officers, Housing Allocations, Housing Welfare Officers, Housing Rents.
External: Consultant architects, tenants.

FUNDING:

Department of Environment, Internal capital refunds.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Improved quality of housing and supporting larger families to remain in their areas.

RECOMMENDED ACTION:

Publish clear criteria, which is used in assessing applications.

ACTIVITY 4: REFURBISHMENT AND REMEDIAL WORK SCHEMES

NETWORKING:

Internal: Architects, Engineers, Law Department and Roads Directorate.
External: Consultant Architects, Quantity Surveyors, Engineers, Residents.

FUNDING:

Department of Environment, Internal capital refunds.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Improving and updating quality of housing stock.

RECOMMENDED ACTION:

Continue to develop current mechanisms for consultation with communities on refurbishment and remedial works schemes.

ACTIVITY 5: BUILDING OF NEW SOCIAL HOUSING

NETWORKING:

Internal: Architects, Planning Directorate, Roads and Transport Directorate, Engineers, Law Department, Environment Directorate and Recreation and Amenities Directorate for waste management and green space.
External: Quantity Surveyors, Builders, Public.

FUNDING:

Department of Environment, Internal capital receipts.

SOCIAL INCLUSION DIMENSION:

Meeting housing needs.

RECOMMENDED ACTION:

Continue to accommodate social housing units for single persons.

ACTIVITY 6: AFFORDABLE HOUSING SCHEMES

NETWORKING:

Internal: Architects, Engineers, Environment Directorate, Law Department.
External: Housing Finance Agency in Dublin (provide funding)

FUNDING:

Department of Environment, Internal capital refunds, Housing Finance Agency in Dublin.

SOCIAL INCLUSION DIMENSION:

Meets housing demand.

RECOMMENDED ACTION:

- Continue to ensure that accessible information is available to the public on City Council affordable housing schemes. If needed, literacy and disability proof information to widen access to information.

ACTIVITY 7: PART V OF PLANNING REGULATIONS IMPLEMENTATION

NETWORKING:

Internal: Planning Directorate. There is a liaison group between the Planning and Housing Directorates. The Social Inclusion Unit has recently joined this team.
External: CIF (Construction Industry Federation).

FUNDING:

Levies from developers.

SOCIAL INCLUSION DIMENSION:

Meets social housing need and promotes social integration.

RECOMMENDED ACTION:

- In so far as possible, ensure social and affordable housing is located near private estates so that social integration potential can be maximised.
- Encourage private developers through planning to build private housing near current local authority estates.

ACTIVITY 8: DEVELOPMENT OF SHARED OWNERSHIP

NETWORKING:

Internal: Architects, Engineer Housing, Environment Directorate, Law Department.
External: Private landlords, Housing Finance Agency.

FUNDING:

Department of Environment, Internal capital refunds.

SOCIAL INCLUSION DIMENSION:

Meeting need for social housing.

RECOMMENDED ACTION:

Cork City Council to develop proposals across the following areas:

- Explore with DOE the possibility of increasing income ceilings for applicants.
- Explore with DOE increasing subsidies for applicants and broadening the criteria for disadvantaged groups, ie. Travellers.

ACTIVITY 9: DEVELOPMENT OF DERELICT SITES

NETWORKING:

Internal: Law Department, Architects, Corporate Affairs (Property), Planning Directorate (part 8).
External: Private landlords, Housing Finance Agency.

FUNDING:

Department of Environment, Internal capital receipts.

SOCIAL INCLUSION DIMENSION:

The Development of derelict sites is seen by the City Council as potential for developing social housing or community infrastructure promoting social integration.

RECOMMENDED ACTION:

Continue the close co-operation with the Planning Directorate for the enforcement of regulations on derelict sites for the purposes of ensuring that they become available for social housing and the promotion of social integration.

ACTIVITY 10: INFILL HOUSING

NETWORKING:

Internal: Architects, Corporate Affairs (Property), Law, Engineers.
External: Private Landlords, Housing Finance Agency.

FUNDING:

Department of Environment, Internal capital refunds.

SOCIAL INCLUSION DIMENSION:

Increased numbers of social housing units and reduction of anti-social behaviour.

RECOMMENDED ACTION:

Continue the insertion of in-fill housing in estates where it can be shown that it will both increase the number of affordable and private housing units which can contribute to a better quality of life for City Council tenants.

ACTIVITY 11: BUILDING HOUSING FOR PERSONS WITH SPECIAL NEEDS

NETWORKING:

Internal: Housing Welfare Officers, Architects, Law Department, Engineers, and Planning Directorate.
External: Private Landlords, Housing Finance Agency.

FUNDING:

Department of Environment, Internal capital refunds.

SOCIAL INCLUSION DIMENSION:

Meets the needs of persons with special needs.

RECOMMENDED ACTION:

- Carry out audit to determine current number of all special needs units. Use this data to plan for an increase in the number of special needs units built. The planned increase must be linked to an estimation of the projected needs over the coming years.
- Ensure that all new developments have a number of special needs units where demand is established.

ACTIVITY 12: VOLUNTARY HOUSING ACTIVITY 13: REGENERATION SCHEMES

NETWORKING:

Internal: Law, Corporate Affairs (Property), Architects, Engineers Planning Directorate.
External: Private Landlords, Housing Finance Agency.

FUNDING:

Department of Environment, Internal capital refunds.

SOCIAL INCLUSION DIMENSION:

- Provision of general and special needs housing.
- Increases variety and type of social housing available, particularly for groups with special needs.

RECOMMENDED ACTION:

- Continue to fund, support and encourage the development of a strong voluntary sector.

NETWORKING:

Internal: Law and Finance Departments, Allocations.
External: RAPID Programme.

FUNDING:

Department of Environment, Internal capital receipts.

SOCIAL INCLUSION DIMENSION:

Improvement of quality of life in disadvantaged areas.

RECOMMENDED ACTION:

- Completion of current plans.
- Continue linkage into RAPID plans.
- All areas to be supported by staff who have a community development expertise.

DIVISION: HOUSING STRATEGY

STRATEGY: Housing Strategy

OUTDOOR STAFF:

There are four Depots in the City and 170 maintenance staff including plumbers, painters, carpenters, masons, general operatives, and plasterers.

ACTIVITY 1: MAINTAINING OF HOUSING IS UNDERTAKEN THROUGH THE FOLLOWING THREE PROGRAMMES:

Programme A: Response Maintenance Programme.
At present 60% of the expenditure goes to this programme.

Programme B: Planned Maintenance Programme.
At present 20% of the expenditure goes to this programme.

The maintenance division inspects all properties once every 5 years and decides what work needs to be accomplished. Based on this inspection a programme is devised.

Programme C: Maintenance of vacant houses.
At present 20% of the expenditure goes to this programme. If rented property is vacant, it is inspected and repairs done if needed.

The Division is currently targeting a 50% expenditure in programme B and a 50% expenditure between Programme A and C.

NETWORKING:

Internal: Law Department, Environment Directorate (water and drainage).
External: Department of Environment, Southern Health Board, ESB, Gas.

FUNDING:

Rents income, Loan Repayments, Local Government Fund and Commercial Rates.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Upgrading and maintaining quality of housing stock.

RECOMMENDED ACTION:

Ensure completion of current targets.

ACTIVITY 2: MAINTENANCE OF FOUR PERMANENT HALTING SITES (TRAVELLERS)

NETWORKING:

Internal: Social Worker for Travellers/ Housing Welfare Section, Law Dept., Architects, Environment Directorate (water and drainage), Engineers, Social Housing.

External: Voluntary groups, Department of Environment, Southern Health Board (occasionally), Private contractors, ESB, Gas.

FUNDING:

DOE and City Council Revenue Budgets.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Meeting the accommodation needs of the Traveller Community.

RECOMMENDED ACTION:

- Continual and further development of partnership model with Traveller Community that facilitates high quality maintenance.
- Best practice models on site management need to be explored.

ACTIVITY 3: PUBLIC BUILDINGS MAINTENANCE (CIVIC OFFICES, LIBRARIES, SWIMMING POOLS).

NETWORKING:

Internal: All department buildings.

External: Southern Health Board (occasionally), ESB, Bord Gas.

FUNDING:

Rents income, Loan Repayments, Local Government Fund and Commercial Rates.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Maintenance of public buildings in areas of disadvantage, which contributes to more effective service delivery and an improvement of the environment.

RECOMMENDED ACTION:

Prioritisation of maintenance of public buildings in disadvantaged areas (RAPID areas). Priorities are determined by other directorate.

ACTIVITY 2: HOUSING ALLOCATIONS BASED ON SCHEME OF LETTING PRIORITIES

NETWORKING:

Internal: Social Housing Unit, Housing assessment officers, Rents Department, Housing Welfare Officer, Corporate Affairs Department (Property Division), and Fire Department.

External: Department of Environment for list of priorities, Gardai for anti-social behaviour, Voluntary groups.

FUNDING: DOE

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Meeting housing need.

RECOMMENDED ACTION:

- Review of Scheme of Letting Priorities with reference to the following:
- Literacy proof the Scheme of Letting Priorities (more user friendly).
 - Reproduce it in pamphlet form, which is available to members of public.
 - Identify policy implications of Housing Assessments as they occur.

ACTIVITY 3: TRANSFER FROM ONE PROPERTY TO ANOTHER

NETWORKING:

Internal: Social Housing Unit, Rent Department, Housing Inspectors (Social Housing), Housing Welfare Officers (Social Housing).

External: Gardai for anti-social behaviour, Voluntary groups.

FUNDING: DOE

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Ensuring that local authority tenants are housed in the most appropriate accommodation.

RECOMMENDED ACTION:

Continue monitoring of existing transfer arrangements so as to ensure that they contribute to social cohesion in existing communities.

ACTIVITY 4: INTERTRANSFER (SWAPPING)

NETWORKING:

Internal: Social Housing Unit, Rent Department, Housing Inspectors (Social Housing), Housing Welfare Officers (Social Housing).

External: Other Local Authorities, Homeless Agencies, Gardai for anti-social behaviour, Voluntary groups.

FUNDING: DOE

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Ensuring that local authority tenants are housed in the most appropriate accommodation.

RECOMMENDED ACTION:

Continue monitoring of existing transfer arrangements so as to ensure that they contribute to social cohesion in existing communities.

ACTIVITY 5: EXTENSIONS/ ASSESSMENT (DPGs and ERGs)

NETWORKING:

Internal: Housing Welfare Officer, Architects, Housing Assessment Officers, Planning Directorate.

External: Voluntary groups.

FUNDING: DOE

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Improving quality of housing stock and ensuring that accommodation meets the best possible standards with regard to meeting the needs of persons with disabilities.

RECOMMENDED ACTION:

Ensure that criteria for extensions/assessments are literacy and disability proofed.

DIVISION: RENTS AND ALLOCATIONS

ALLOCATIONS

STRATEGY: Housing Strategy

ACTIVITY 1: ACCESS TO INFORMATION AND RECEPTION FACILITIES

NETWORKING:

Internal: Social Housing Unit, Housing assessment officers, Rents Department, Housing Welfare Officer, Corporate Affairs Department).

External: Public, Department of Environment for list of priorities.

FUNDING: DOE

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Provision of a full range of information facilities to the public through the use of well designed reception facilities and the availability of accessible information on paper, audio and visual formats.

RECOMMENDED ACTION:

- Make sure all front line staff are trained on the following issues: Disability, Travellers, Homeless, Refugees/Asylum Seekers.
- Use internal staff where possible for these presentations.
- Carry out a survey of users after one year on impact of new public offices in Knocknaheeny.
- All information on housing services to be made available in pamphlet form, which are literacy and disability proofed. Versions need to be made available in the main languages of asylum seekers and refugees in Cork.
- All application forms to be literacy and disability proofed and to be available in the main languages of asylum seekers and refugees in Cork.

RENTS

ACTIVITY 1: ASSESSMENT OF RENTS

NETWORKING:

Internal: Means investigation officers.
External: SHB - Community Welfare Officers - Social Problems, MABS (Money Advice Budgeting Service), Voluntary Groups, Credit Unions.

FUNDING: DOE

SOCIAL INCLUSION DIMENSION:
Affordable good quality accommodation.

RECOMMENDED ACTION:
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ACTIVITY 2: RENT APPEALS

NETWORKING:

Internal: Means investigation officers.
External: SHB - Community Welfare Officers, MABS (Money Advice Budgeting Service), Voluntary Groups, Credit Unions.

FUNDING: DOE

SOCIAL INCLUSION DIMENSION:
Redress mechanism to ensure affordable rent for tenants

RECOMMENDED ACTION:
• Ensure that all relevant information is accessible where appeals are being sought.

ACTIVITY 3: RENT COLLECTION

NETWORKING:

Internal: Rent Collectors (cash office).
External: Post Office, Credit Unions, Banks, SHB - Community Welfare Officers, MABS (Money Advice Budgeting Service), Voluntary Groups, Credit Unions.

FUNDING: DOE

SOCIAL INCLUSION DIMENSION:
Easy access for payment of rent

RECOMMENDED ACTION:
Survey tenants regularly to review success of current methods of rent payment.

ACTIVITY 4: RENT ARREARS AND RENT REMINDERS

NETWORKING:

Internal: Rents settlement officers, Law Department (summonses, evictions, etc)
External: SHB - Community Welfare Officers - Social Problems, MABS (Money Advice Budgeting Service), Voluntary Groups, Credit Unions.

FUNDING: DOE

SOCIAL INCLUSION DIMENSION:
Rent collection is a fundamental element of a quality housing service. The collection of rents is proofed against available models of best practice that contributes to poverty reduction. Significant progress has been made in this area.

RECOMMENDED ACTION:

- Continue identification of tenants who fall into rents arrears at the earliest possible opportunity. Regular rent reviews of all tenants should be completed.
- Continue to develop Partnership structures (Voluntary and Community Support Groups, State Agencies and staff in City Council, Credit Unions, etc) to support tenants in arrears.
- Continue to ensure that all tenants in rent arrears are directed to the MABS Service (Money Advice Budgeting Service).

ACTIVITY 5: INVESTIGATION OF PROPERTIES TO ENSURE THAT TENANCY AGREEMENTS ARE ADHERED TO

NETWORKING:

Internal: Means investigation officers, Social Housing and rents (takes people to court if tenancy agreement is not adhered to).
External: -

FUNDING: DOE

SOCIAL INCLUSION DIMENSION:
Management of estates and properties that contributes to community cohesion and wellbeing.

RECOMMENDED ACTION:

- Use the Local Area office in Knocknaheeny as a pilot to develop models of good practice in ensuring that tenancy agreements are being adhered to.
- Survey tenants impact of service (to be carried out by DOE's Social Housing Unit).

ACTIVITY 6: ENFORCEMENT OF REGULATIONS WITH REGARD TO PRIVATE RENTED SECTOR

NETWORKING:

Internal: Dept of Environment, Planning Directorate, Recreation and Amenities Directorate.
External: -

FUNDING: DOE

SOCIAL INCLUSION DIMENSION:
To ensure private rented sector operates as source of accessible quality accommodation.

RECOMMENDED ACTION:

- Continue to support staff to ensure that the maximum numbers of landlords are compliant with new regulations.
- Strengthen inter-departmental co-operation in identifying landlords.

DIVISION: SOCIAL HOUSING

SECTION: TRAVELLERS

STRATEGY: Travellers Accommodation Plan

ACTIVITY 1: PROVISION OF HOUSING TO TRAVELLERS

NETWORKING:

Internal: Housing Department, Recreation and Amenities.
External: Traveller Accommodation Consultative Committee, St Finbarr's Training Centre, Southern Regional Committee.

FUNDING: DOE

SOCIAL INCLUSION DIMENSION:
Providing accommodation for the Travelling Community.

RECOMMENDED ACTION:

- Increase provision as identified in Travellers' Accommodation Plan.
- Estate management principles to be applied in management of sites.
- Training for all front line City Council staff.
- Development of transient halting site in conjunction with Cork County Council.

ACTIVITY 2: GENERIC SOCIAL WORK SERVICE

NETWORKING:

Internal: Social Housing Unit, Maintenance Department, Rents and means investigation, Allocations.
External: Southern Health Board, Cork City Partnership, Travellers Visibility Group.

FUNDING: DOE.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:
Supports available to Traveller Community.

RECOMMENDED ACTION:

- All staff within Housing Directorate to be aware of Travellers issues and be in a position to deal directly with Travellers.
- Support staff with dedicated responsibilities for Travellers.

ACTIVITY 3: 5 YEAR TRAVELLER ACCOMMODATION PLAN

NETWORKING:

Internal: Architects, Corporate Affairs (Property Department).
External: CDB.

FUNDING: DOE

SOCIAL INCLUSION DIMENSION OF ACTIVITY:
Meeting housing needs of Traveller community.

RECOMMENDED ACTION:

Carry out review of effectiveness of Traveller Accommodation Committee.
Full implementation of Traveller Accommodation Plan. Monitoring based on linkage to the following actions as defined in 'Imagine the Future':
• Objective 77: Action will be taken to overcome identified barriers to entering the jobs market.

- Employers to be identified and supported, to improve Travellers' access to apprenticeship programmes.
- Objective 83: The accommodation choice of the City's Traveller community to be addressed with the full participation of the community and in a manner that will avoid geographic concentration.
- Implementation of the Cork Travellers Accommodation Plan 2000-4.
- Research will be carried out regarding the numbers and pattern of Traveller movement in to and out of the City and will identify the optimum number, size, location, standards and facilities for a transient halting site.
- In light of the research findings a programme will be established to develop transient halting sites adjacent to Cork City and county.
- The development of transient halting sites by the private sector will be promoted and facilitated.
- Develop further estate management on halting sites.

SECTION: SOCIAL WORK AND COMMUNITY DEVELOPMENT

STRATEGY:

Travellers Accommodation Plan and Housing Strategy. Planning Guidelines for Childcare provision.

ACTIVITY 1: GENERIC SOCIAL WORK SERVICE

NETWORKING:

Internal: Social Housing Unit, Maintenance Department, Rents and means investigation, Allocations and Housing Capital
External: Southern Health Board, Cork City Partnership, Gardai, Social and Family Affairs, Cork Childcare Company etc.

FUNDING: DOE.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:
• Supports available to City Council Tenants, area based communities and Traveller Community

RECOMMENDED ACTION:

• Support staff with dedicated responsibilities for Social Work and link this work strongly to other supports that the City Council provides (waivers scheme, library activities, community arts officer, etc).

ACTIVITY 2: COMMUNITY DEVELOPMENT WORK

The main community development work is in relation to Childcare provision, family support and support to elderly people for social housing.

NETWORKING:

Internal: Social Housing Unit, Maintenance Department, Rents and means investigation, Allocations.
External: SHB and other Statutory Agencies, voluntary and non-voluntary organisations.

FUNDING: DOE

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

- Assessment of tenants.
- Supports to community organisations, especially in childcare and the care of the elderly.
- Affords adults the opportunity to access employment or further education.
- Supporting children to enhance their quality of life through supports provided by the provision of childcare.

RECOMMENDED ACTION:

- Support the development of City Council's Community Development Policy.
- Community development training to be provided to all front line staff.
- Support staff with dedicated community development responsibilities (e.g. tenant participation officers, generic community workers).

SECTION: ANTI-SOCIAL BEHAVIOUR

STRATEGY:

Homeless Strategy in partnership with SHB and Cork County Council Travellers' Accommodation Plan

ACTIVITY 1: ANTI-SOCIAL BEHAVIOUR WORK

The Anti-Social Behaviour Section enforces the public housing tenants' rules and inspects the houses where anti-social behaviour has occurred. This Section also liaises with Allocation Section to match eligible tenants with houses through assessments. The purpose of the assessments is to estimate the needs of tenants and their capacity to integrate in estates.

NETWORKING:

Internal: Maintenance, Allocations, Recreation and Amenities.
External: The Gardai - Neighbourhood Watch, SHB, Dept of Family and Social Affairs, FAS.

SOCIAL INCLUSION DIMENSION:

- Advancing community cohesion and wellbeing.
- Identification of vulnerable households with multifaceted range of difficulties and the development of options that meet the needs of problem households and the wider community.

RECOMMENDED ACTION:

- Increased monitoring of areas with high levels of anti-social behaviour (improved recording procedures).
- Knocknaheeny Area office to pilot best practice models of enforcement of tenancy agreements.
- Support for staff dealing with anti-social behaviour (specialised training and supervision).
- Development of local procedures to facilitate inter-agency interventions with households identified as being sources of anti-social behaviour (SHB, The Gardai, etc).
- Development of local plans to deal with specific area problems.

SECTION: HOMELESSNESS

STRATEGY:

An Integrated Strategy for Cork (2001-2003)

The Strategy is co-ordinated between the Voluntary Bodies, Local Authorities (City and County Councils), and the Southern Health Board. It integrates services for homeless people through partnership.

ACTIVITY 1: MEETINGS FORUM (1 month) WITH THREE SUB-GROUPS

NETWORKING:

Internal: Housing Department.
External: Southern Health Board, Volunteer Groups, County Council.

FUNDING:

Environment Department (DOE, between 90 to 95%)
Local Government (between 5 to 10%).

SOCIAL INCLUSION DIMENSION OF ACTIVITY:
Supporting the provision of a full range of services to meet the needs of homeless people.

RECOMMENDED ACTION:

To continue to implement and review the Homeless Strategy.

ACTIVITY 2: OUTREACH WORKER

NETWORKING:

Internal: Housing Department.
External: Southern Health Board, Volunteer Groups, County Council, Homeless agencies, Homeless people, Public Service Providers (FAS, SHB, Social Welfare, etc).

FUNDING:

Environment Department (DOELEG, between 90 to 95%)
Local Government (between 5 to 10%).

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

To support and identify City Council tenants who are vulnerable to homelessness.

RECOMMENDED ACTION:

Develop linkages between role of Outreach Worker and other sections of the City Council (Sports Officer, Arts Officer, Knocknaheeny area Team, etc).

ACTIVITY 3: PROVIDING FUNDING FOR VOLUNTARY GROUPS THAT PROVIDE SERVICES TO HOMELESS PEOPLE

NETWORKING:

Internal: Housing Capital, Rents Allocations.
External: Southern Health Board, Voluntary support groups: St Vincent de Paul, Simon, Shanaway B&B, Edel House, Cuanlee, Cara House, St Vincents, Oakdene Hearth, Wellsprings, Renewal.

FUNDING:

Environment Department (DOELEG, 90 to 95%).
Local Government (5 to 10%).

SOCIAL INCLUSION DIMENSION:

Services provided by voluntary organisations contribute to the range of housing options available to people on the waiting list for social housing.

RECOMMENDED ACTION:

Strengthening of partnership arrangements between City Council and the voluntary sector.

City Architects Department

Na hAiltirí Cathrach

STRATEGY: HOUSING STRATEGY

City Architects will undertake actions from the Housing Strategy.

The City Architects are very limited in terms of their role in adapting houses to the needs of tenants. This is mainly due to the rigid National Social Housing Guidelines, which can often act as obstacles to providing adapted housing for people with special needs. The City Council should become active by trying to ensure that national guidelines are made more flexible.

ACTIVITY 1: REGENERATION OF SOCIAL HOUSING AREAS: THE GLEN, KNOCKNAHEENY AND TOGHER

NETWORKING:

Internal: Housing & Community Directorate, Planning & Development Directorate, Roads & Transportation Directorate, Environment Department (Drainage), Energy Agency, and Law Department.

External: Community agencies, all service providers, public (SHB, FAS, Social and Family Affairs, etc.) and private (Eircom, Gas, ESB, Chorus, etc.), DOE (for requirement guidelines, social housing guidelines), National Building Agency (National Government Agency funded by DOE to design and build houses), Public Private Partnerships.

FUNDING: DOE.

SOCIAL INCLUSION DIMENSION:

Provision of well designed social housing.

RECOMMENDED ACTION:

- Ensure that all developments are disability proofed and that training on this issue is provided to staff.
- Ensure that the lessons from the consultation undertaken from Mayfield, The Glen, Togher and Knocknaheeny are written up as models of good practice (SIU to assist).
- Training on community development to become part of the training of staff in the City Architects Dept.

ACTIVITY 2: PLANNING REPORTS

NETWORKING:

Internal: Planning & Development Directorate (advice), Law Department.

External: Private developers.

FUNDING: Cork City Council.

SOCIAL INCLUSION DIMENSION:

Ensure that large developments are designed from a social inclusion perspective (e.g. disability proofed).

RECOMMENDED ACTION:

- Develop a design checklist, which will be used assessing planning applications against the principles of social inclusion.

ACTIVITY 3: INFILL HOUSING

NETWORKING:

Internal: Housing & Community Directorate, Planning & Development Directorate, Recreation, Amenity & Culture Directorate, Roads & Transportation Directorate, Environment Department (Drainage), Energy Agency (for information), Law Department.

External: Consultants, Community agencies, all service providers, public (SHB, FAS, Social and Family Affairs, etc.) and private (Eircom, Gas, ESB, Chorus, etc.) DOE (for requirement guidelines, social housing guidelines). Public Private Partnership.

FUNDING: D.O.E

SOCIAL INCLUSION DIMENSION:

Development of additional social housing units and the creation of a good quality environment.

RECOMMENDED ACTION:

- On-going consultation with local residents with regard to appropriate scale of in-fill housing. Lessons gained from consultation carried out to-date to be written up.

ACTIVITY 4: SOCIAL AND AFFORDABLE HOUSING DEVELOPMENTS

NETWORKING:

Internal: Housing & Community Directorate, Planning & Development Directorate, Roads & Transportation Directorate, Environment Department (Drainage), Energy Agency (for information), Law Department.

External: Community agencies, All service providers public (SHB, FAS, Social and Family Affairs, etc.) and private (Eircom, Gas, ESB, Chorus, etc.), DOE (for requirement guidelines, social housing guidelines), National Building Agency (National Government Agency funded by DOE to design and build houses) Public Private Partnership.

FUNDING: DOE.

SOCIAL INCLUSION DIMENSION:

Provision of well designed accommodation that meets the needs of a diverse range of households.

RECOMMENDED ACTION:

- Design developments to increase number of units for single person households.

ACTIVITY 5: CIVIC BUILDINGS, CITY HALL (LIBRARIES, COURTHOUSE, MUSEUM, ARCHIVE/RECORDS ETC)

NETWORKING:

Internal: Corporate Affairs Directorate, Recreation, Amenity & Culture Directorate, Planning & Development Directorate, Roads & Transportation Directorate, Environment Department (Drainage), Energy Agency (for information).

External: All service providers public and private.

FUNDING:

Cork City Council and Government Departments.

SOCIAL INCLUSION DIMENSION:

Designs are socially inclusive.

RECOMMENDED ACTION:

- Disability proof the designs for refurbishment of existing buildings.
- Provide training on disability proofing for staff.

ACTIVITY 6: EXTENSIONS TO ACCOMMODATION IN CASES OF OVERCROWDING OR MEETING THE NEEDS OF DISABLED PERSONS

NETWORKING:

Internal: Housing & Community Directorate, Planning & Development Directorate, Roads & Transportation Directorate, Environment Department (Drainage), Energy Agency (for information), Law Department.

External: Community agencies, all service providers, public (SHB, FAS, Social and Family Affairs, etc.) and private (Eircom, Gas, ESB, Chorus, etc.), DOE (for requirement guidelines, social housing guidelines), National Building Agency (National Government Agency funded by DOE to design and build houses) Public Private Partnership.

FUNDING: D.O.E

SOCIAL INCLUSION DIMENSION:

Ensure that funded improvements meets the requirements of good quality design and is appropriate to the identified need.

RECOMMENDED ACTION:

- Prepare a checklist for assessing applications for extensions against the principles of good design and social inclusion.

Community and Enterprise Directorate

An Stiúrthóireacht Pobail agus Fiontraíochta

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Social Inclusion is central to the day-to-day work of the Directorate of Community and Enterprise. The Directorate is responsible for the:

- Social Inclusion Unit
- Cork City Development Board (CDB)
- RAPID (Revitalising Areas by Planning Investment and Development Programme)
- Community Development
- Local Agenda 21

ACTIVITY 1: SOCIAL INCLUSION UNIT

A Social Inclusion Unit has been established in Cork City Council. Nationally, 8 local authorities have secured funding for the establishment of Social Inclusion Units (Cork, Waterford, and Limerick and Dublin local authorities). Each Unit is staffed by a Social Inclusion Officer and Analyst. The main objective of the Social Inclusion Unit is to promote social inclusion in the day to day activities of Cork City Council. This is being achieved in four main ways:

- Policy development.
- Research and evaluation.
- Awareness and information provision.
- Developing targets.

NETWORKING:

External: Cork Access Group, Cork Social Inclusion Network, Cork Social Housing Forum, Local Authority Anti-Poverty Learning Network.

Internal: Social Inclusion Committee, which is serviced by the Social Inclusion Unit.

FUNDING: Dept of Environment.

SOCIAL INCLUSION DIMENSION:

Key focus of Unit is to ensure that the City Council's activities contribute to social inclusion.

RECOMMENDED ACTION:

All City Council Departments/Directorates to work closely with the Social Inclusion Unit in ensuring that their priorities contribute to poverty reduction and social inclusion in Cork. This will be done by way of the following:

- Raising awareness among staff.
- Consultation with users.
- Participation in Social Inclusion Committee.
- Ensuring that all policy proposals are proofed against social inclusion priorities.

ACTIVITY 2: CITY DEVELOPMENT BOARD

'Imagine the Future' is the Strategy that has been adopted by the Cork City Development Board (CDB). It was developed over a two-year period in close co-operation with community and voluntary groups, public agencies, employers' organisations and others.

'Imagine the Future' will help organisations and agencies work together to tackle those issues which are important to the people of Cork e.g. health, public transport, education and training as well as focusing on combating disadvantage and creating a more inclusive society.

All future plans and strategies being prepared by public agencies (including the City Council) must develop with due regard to the objectives and priorities of the CDB Strategy.

NETWORKING:

External: All providers of publicly funded services, DOELG.

Internal: Customer Focus Committee, Communications Committee, Social Inclusion Committee, all Directorates/Departments of Cork City Council.

FUNDING:

Cork City Council/ DOELG/ Other Public Agencies.

SOCIAL INCLUSION DIMENSION:

The CDB is playing a key role in ensuring that an integrated focus is developed between all stakeholders in Cork in tackling social exclusion. The performance indicators, which will measure the success of the Strategy, have a strong social inclusion dimension. Immediate and longer-term social inclusion objectives have been set for the City Council and other agencies. All agencies must proof their plans against the social inclusion objectives of the CDB plan.

RECOMMENDED ACTION:

Ensure that all Departments/Directorates of the City Council prepare their plans in accordance with the priorities of 'Imagine the Future' in accordance with the requirements of Circular Letter LG 23/02 from the DOELG.

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ACTIVITY 3: REVITALISING AREAS BY PLANNING, INVESTMENT AND DEVELOPMENT PROGRAMME (RAPID)

In 2001, as a result of their commitment within the Programme for Prosperity and Fairness to target investment in disadvantaged areas and to move forward upon the lessons learned in the pilot Integrated Services Process, the Government announced that 25 urban areas throughout the country would be targeted for the delivery of the RAPID (Revitalising Areas by Planning, Investment and Development) Programme. Four of these areas are in Cork, they are:

- *Knocknaheeny/Hollyhill/Churchfield*
- *Blackpool/The Glen/Mayfield*
- *Fairhill/Gurranebraher/Farranree*
- *Togher/Mahon*

In each RAPID area, local community groups and residents came together to discuss the programme and choose their representatives for their Area Implementation Team, which also includes representatives from:

- *State Agencies*
- *Cork City Partnership*
- *Drugs Task Force*

Each RAPID area has its own Programme co-ordinator. The Area Implementation Team and the co-ordinator worked together to draw up a plan outlining specific actions which was submitted to Area Development Management in December 2001. A vital part of RAPID is the development of new ways for

statutory agencies and communities to work together to deliver more effective services at a local level, but also to ensure that the process informs national policy making with regard to the design, development and delivery of any new services within disadvantaged areas. In each of the RAPID areas in Cork, the Area Implementation Teams are now working to deliver the actions outlined in the area plan. In addition, they are attempting to design new and innovative ways of delivering currently available services.

NETWORKING:

Internal: Social Inclusion Committee, Committee of City Council representatives on Area Implementation Teams.

External: City Monitoring Group. Local area specific committees comprising representatives of voluntary, statutory and community organisations.

FUNDING:

Cork City Council and Multiple sources of funding sought for RAPID projects.

SOCIAL INCLUSION DEMENSION:

The RAPID Programme has clearly identified area specific contributions to be made by the City Council in tackling disadvantage.

RECOMMENDED ACTION:

- RAPID actions to be prioritised by each City Council Directorate/Department.

Roads and Transport Directorate

An Stiúrthóireacht um Bóithre agus Iompair

DIVISION: TRAFFIC DIVISION

STRATEGY: Cork City Development Plan.

WORK AT COMMUNITY LEVEL:

The Roads Department meets every 2 months with the Cork ACCES Group to discuss issues around how to improve road services for people with disabilities. Consultation processes are undertaken when a significant project is being designed.

ACTIVITY 1: TRAFFIC FLOW AND TRAFFIC SIGNAL MANAGEMENT

Traffic flow management entails organising traffic around works of any nature (electricity, water, drainage, etc) in the City. There are two main set of meetings which organise the traffic:

1. Traffic Study Group:

This group meets every two months and comprises City Council staff from the Traffic Division and members of the The Gardai, Bus Éireann, Gas Companies, ESB, etc. In these meetings long term issues on traffic are discussed and brought back to the Traffic Division for consideration.

2. Weekly meetings for Road/Footpaths works:

When any private company or the City Council staff wants to undertake works on roads or footpaths for water, gas, drainage, electricity jobs, they need a licence. The Roads Control Division manages licence applications and proceeds them. When that licence is given to the company or worker, they receive a letter with a date to attend a meeting, which is held every week by the Roads Traffic Division. It is in these weekly meetings where approval is given on the dates the works can be carried out. This is held every Tuesday and is a way of assuring that road and footpaths works and obstructions are co-ordinated and controlled. This system guarantees an appropriate traffic flow. At the end of every meeting a record of all the works to be carried out during the week will be published in the newspapers and radio.

NETWORKING:

Internal: Roads Design, Roads Control and Roads Maintenance, Drainage and Water Section in Environment Directorate, Planning Directorate.

External: Garda Síochána.

FUNDING:

Cork City Council, National Roads Authority, Environment Department (DOELG).

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Facilitating the provision of information on the location of road works is of crucial importance in ensuring that groups with particular access difficulties such as disabled persons can plan their movement and travel.

RECOMMENDED ACTION:

- The Traffic Section, the Training Section in Personnel and the Social Inclusion Unit should continue to discuss how to raise awareness on disability issues at:
 - 1- the Traffic Study Group.
 - 2- the Weekly meetings for Road/Footpaths works.
 - 3- the Traffic Section Division.
- This awareness raising on disability issues could be carried out through:
 - a- Creating pamphlets that could be distributed among participants at meetings.
 - b- Undertake awareness raising presentations for participants at the Traffic Study Group meetings and Traffic Division Weekly meetings, and with staff within the Traffic Division.

This development should be linked to the wider implementation of the Barcelona Declaration by the City Council.

ACTIVITY 2: ROAD MARKING

NETWORKING:

Internal: Road Maintenance.

External: Garda Síochána.

FUNDING:

Cork City Council Revenue, National Roads Authority, DOELG.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Good road markings enable a better flow of traffic and avoid accidents. Street crossing markings can help people with low vision to cross more safely.

RECOMMENDED ACTION:

- The Traffic Division should continue to ensure that road markings e.g. lining/signage are in accordance with national regulations.

ACTIVITY 3: SIGN POSTING

The Traffic Division manages all City sign posting. Any private or public sector organisations or companies that want to put up a sign have to apply for a planning permission. Traffic Division makes the decision on the application.

NETWORKING:

Internal: Planning.

External: Garda Síochána.

FUNDING:

Cork City Council Revenue.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

- The Traffic Division has identified the lack of appropriate pedestrian sign-posting in the City.
- Sign-posting for pedestrians is very important to ensure a good pedestrian traffic flow". Pedestrian sign postings can be very beneficial not only for people with hearing problems but also for tourists, and visitors.
- Sign-posting for pedestrians should ideally be accessible for people with disabilities, specifically within the City centre and ideally in the entire City.

RECOMMENDED ACTION:

- The Traffic Division has already identified the need to improve the quality of pedestrian sign posting. The Social Inclusion Unit recommends the continuation of the on-going development of appropriate sign-posting routes for pedestrians, which not only benefit people with disabilities, but tourists and visitors. These pedestrian routes should be fully accessible for people with disabilities. The pedestrian routes could be built after the audit on accessible paths for people with disabilities is finished, with the view to making pedestrian routes fully accessible. The development of these pedestrian routes should also form part of the development of 'Green Routes' by the City Council.
- The Traffic Division should be fully involved with the Design and Maintenance Divisions in undertaking an audit on access routes for people with disabilities (See Design Division Recommendations).

ACTIVITY 4: PARKING MANAGEMENT

The Traffic Division has reduced the number of parking spaces within the City Streets of Cork through the introduction of multi-storey parking. However, the number of parking spaces for disabled people has increased over the past two years. Organisations representing the disabled nominate the names of persons who are eligible to use disabled parking spaces.

NETWORKING:

Internal: Property section and Law Department.

External: Garda Síochána.

FUNDING:

Cork City Council Revenue.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

- The Traffic Division has identified the abuse of Disability Parking Licences as on going problem. This issue has also been raised by the Irish Wheelchair Association and the Disabled Drivers Association of Ireland.

RECOMMENDED ACTION:

- The Traffic Division and Gardai should support the organisations representing the disabled to draw up a list of eligible users of disabled parking spaces. The City Council and Gardai also need to work closely with the voluntary sector in monitoring the use of parking spaces so that non-eligible users are prevented from using them.

ACTIVITY 5: PUBLIC LIGHTING

The Traffic Division contracts ESB to maintain lighting as well as other contractors in the case of major work. New lighting is usually introduced within general road contract schemes. The Traffic Division has no budget for new lighting.

The Special Project, which was carried out in the past two years, has replaced nearly all the old obsolete lighting (4,000 lights) within the City.

The Transport Division carries out a lights audit twice a year. This audit shows which lights are working or not working. Street lighting must conform to national regulations.

NETWORKING:

Internal: -
External: ESB and other contractors.

FUNDING:

Cork City Council and DOELG.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Lighting in footpaths is very important for people with low vision (elderly or disabled). Lighting also increases safety for everyone who walks on the streets in the evening or at night.

RECOMMENDED ACTION

- The lights audits carried out twice a year by the Transport Division on lighting needs within the City should integrate social inclusion issues. Particular focus is needed on how lighting can affect quality of life for elderly people and people with disabilities and its impact on the general safety of an area. The RAPID Programme should particularly be looked at.
- Training for staff on Social Inclusion Issues, specifically on community development, anti-social behaviour, youth, elderly, etc.

DIVISION: ROADS CONTROL

STRATEGY:

Cork City Development Plan.

WORK AT COMMUNITY LEVEL:

The Roads Control Section provides licences for any kind of work to be carried out in roads or footpaths. It also provides an appeals system.

ACTIVITY 1: COMPLAINTS SYSTEM

At present there is a computerised system for phone complaints about roads. With the new Corporate Affairs computerised system for phone complaints, the Roads Control section is trying to identify which is the best system to record complaints. The Customer Action Plan provides an opportunity to develop a framework, which would facilitate an analysis of customer complaints. It would also provide an opportunity to develop a more in-depth examination of the needs of RAPID areas and other disadvantaged groups.

NETWORKING:

Internal: All the Roads sections.
External: Public.

FUNDING:

Cork City Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Analysis of complaints with reference to needs of disadvantaged groups.

RECOMMENDED ACTION

Support the collection of data, through the Customer Care Plan for the Roads Directorate, which will enable the identification of the needs of the RAPID areas and City wide disadvantaged groups.

ACTIVITY 2: PUBLIC LIABILITY

When the Finance Department receive a public liability case the file is sent to the related Department. The Roads Control section ensures the right person within the Roads and Transport Department investigates the case and attends the Court.

NETWORKING:

Internal: Finance Department.
External: Solicitors and public.

FUNDING:

City Council Revenue.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

See Finance Department section on public liability.

RECOMMENDED ACTION

- See Finance Department section on public liability.

ACTIVITY 3: CONTROL OF ACTIVITIES OF PUBLIC, CITY COUNCIL AND PRIVATE/ INDIVIDUALS UTILITIES

A new system has been introduced where anyone applying to do work on roads or footpaths has to have a licence. A letter is sent to applicants specifying that they must attend a meeting. At that meeting it is decided when and how will the works take place.

NETWORKING:

Internal: Environment and Housing Directorates, Contractors.
External: Contractors, anyone undertaking works.

FUNDING: Cork City Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Raising Awareness on access to footpaths and road crossings for people with disabilities is imperative for outside contractors.

RECOMMENDED ACTION:

- The Roads Control Section in conjunction with the Traffic Section should find a way of raising awareness for people (City Council staff, public utilities, and the private sector or individuals) who carry out works in roads and footpaths, be it public or private. This could involve developing a pamphlet on disability issues and road works for example, or presentations or seminars on disability issues.
- An analysis of court cases brought by the City Council for the purposes of identifying persistent offenders and the identification of trends and patterns.

ACTIVITY 4: EXTINGUISHMENT OF RIGHTS OF WAY

There are instances where rights of way or lanes within the City are becoming areas of anti-social behaviour or violence. Councillors in this case may apply for City Council permission to extinguish a right of way. When an application comes in, it is publicised in the newspapers inviting submissions.

NETWORKING:

Internal: Housing, Property, Law Department and Councillors.
External: Public, Newspapers

FUNDING:

Cork City Council Revenue

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

The extinguishment of rights of way in most instances decreases violence or anti-social behaviour activities.

RECOMMENDED ACTION

- Ensure continuation of current policy on extinguishment of rights of way.

ACTIVITY 5: ROAD CLOSURE

In order for anyone to close a road whether for works or events, they need a City Council Licence. The Roads Control Section provides this licence once the applicants have attended the weekly Traffic Control meetings.

NETWORKING:

Internal: Departments who need to close roads for works or activities.
External: Public, contractors or companies.

FUNDING:

Cork City Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Raising Awareness on access to footpaths and road crossings for people with disabilities is imperative to raise a culture of consciousness among City Council staff and contractors or companies.

RECOMMENDED ACTION:

- Implement awareness raising programme on Disability issues.

DIVISION: ROAD MAINTENANCE

STRATEGY:

Cork City Development Plan.

ACTIVITY 1: ROADS AND FOOTPATHS MAINTENANCE

The Roads Maintenance Division undertakes roads and footpath maintenance in Cork City. The City Council maintenance work is split into two sections:

1. City Council Staff direct labour sections undertake maintenance and general repairs of roads and footpaths with an expenditure of 5.0 million Euro.
2. The Division also undertakes the contract resurfacing of roads and footpaths with an expenditure of 4.0 million Euro. Further to this, a fund created by the City Council throughout the last number of years has permitted the City Council to hire three contractors in 2002 to undertake footpath renewals with an expenditure of 2.25 million Euro.

NETWORKING:

Internal: Council members, Industrial Relations Section in Personnel.
External: Private Roads Contractors, Unions, Cork City Access Group, Department of Environment.

FUNDING:

Department of Environment and National Roads Authority, 40%, Cork City Council, 60%.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

- Providing access for people with disabilities to footpaths.

RECOMMENDED ACTION:

- Every City Council road maintenance contract should include a checklist on disability proofing. This list should be included in any new contracts in relation to access to footpaths. The contractors will have to strictly comply with this when signing the contract. Most of the requirements do not include extra costs, with the exception of tactile paving.

- Raising awareness among City Council road engineers and staff on disability access to footpaths and roads is also essential to ensure everyone has equal access to roads and footpaths. The Personnel Department will investigate the possibility of integrating disability issues in courses related to maintenance of roads at the Ballincollig Training Centre. Also staff in the Maintenance Division should attend seminars and training sessions which will also be provided by the Personnel Department and Social Inclusion Unit.
- The Maintenance Division stated the need to provide guidelines for engineers and staff members on access requirements to footpaths and roads. The Social Inclusion Unit recommends a pilot project to create a booklet on guidelines on best access practices for the maintenance and design of roads and footpaths. This action should be undertaken through a City Council/Cork Access Group partnership in consultation with the Roads Design Division.
- The Roads Maintenance Division provides tactile footpaths. This action needs to be prioritised. This should be done through consultation with the Access Group in Cork City in order to identify which areas are more in need of tactile paving. The Access Group is a City wide Network represented by a wide range of organisations and Non Governmental Organisations that work with people with disabilities.

DIVISION: ROADS DESIGN

STRATEGY:

Cork City Development Plan.

The Roads Design Division designs roads and footpaths. If the project is of large scale the Roads Design Division contracts a private roads design company to carry out the projects. Contractors have to work in conjunction with the Roads Design Division when designing a project. The Roads Maintenance Division carries out the work on the ground either internally or externally with a contractor. The Maintenance Division also contributes to the design of projects with technical support. The main projects under way at this moment in time are:

- 1- *St Patrick's Street.*
- 2- *Shandon and Church Street.*
- 3- *Old White Church road in Blackpool.*
- 4- *Resurfacing of Paul St and French Street.*
- 5- *Blackpool by pass - Thomas Davis St.*

Projects that are starting are:

- a- *Design of Oliver Plunkett Street.*
- b- *South Gate Bridge (end of Barrack St).*
- c- *Pedestrian Bridge in Lavitt's Quay.*
- d- *Bus routes.*

NETWORKING:

Internal: Roads Maintenance, Planning Department, Recreation and Amenities, Law Department.
External: Contracted designers.

FUNDING:

Cork City Council and National Roads Authority.

SOCIAL INCLUSION DIMENSION:

Providing access for people with disabilities in footpaths and junctions is a priority for the City Council. Of particular importance in this area are the current building regulations (Part M), which clearly specify access requirements for all aspects of the built environment, including roads.

RECOMMENDED ACTIONS:

- There is a need to undertake an Audit on access routes within the City Centre to begin the process of developing more accessible routes. The Roads Design Division should lead this Audit in conjunction with Road Maintenance and Traffic Divisions, the Social Inclusion Unit, the Community and

Enterprise Department and more importantly the Cork Access Group. The Audit should be done in partnership to ensure the participation of people with disabilities. The Audit may be a long term objective as it has major financial and staff resource implications.

- Every City Council road design contract should include a checklist on disability proofing. Progress is being made in this area. The Design Division should ensure that the checklist is developed with reference to existing models of best practice. The contractors should have to strictly comply with this when signing the contract and methods of monitoring should be put in place to ensure that the construction of roads comply with the disability proofed designs (Most of the requirements do not include extra costs, with the exception of tactile paving).
- The design of Roads undertaken internally within the City Council should also include:
 - Roads Design Staff attending awareness raising courses on access to footpaths and roads.
 - The implementation and monitoring of the impact of the current checklist for disability proofing road designs.
- Raising awareness among City Council road engineers and staff on disability access to footpaths and roads is also essential to ensure everyone has equal access to roads and footpaths. The Personnel Department will investigate the possibility of integrating disability issues in courses related to maintenance of roads at the Ballincollig Training Centre. Also staff in the Maintenance Division should attend seminars and training sessions which will also be provided by the Personnel Department and Social Inclusion Unit.
- The Social Inclusion Unit recommends the drawing up of a booklet on guidelines on best access practices for the design and maintenance of roads and footpaths. This action should be undertaken through a City Council/Access Group partnership.
- All new road schemes should incorporate the prioritisation of tactile footpaths, where it is deemed in accordance with good design principles and relevant regulations. The current process of consultation with community and disabled groups should continue in the design and building of any new road scheme.

Finance Department

An Roinn Airgeadais

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STRATEGY:

Cork City Development Plan.

Service Delivery Plan, Finance Department, Cork Corporation, May 2001.

ACTIVITY 1: FINANCIAL ACCOUNTING SECTION

The Financial Accounting Section manages the Corporation's cash transactions i.e. banking, borrowing, investments and leasing. It also monitors the Capital Account, services the Finance and the General Purposes of the City Council Committee and produces the Corporation's end of the year Annual Financial Statement. Financial Accounting also presents the accounts to the Local Government Auditor.

NETWORKING:

Internal: All Departments.
External: Local Government Auditor.

FUNDING:

Cork City Council revenue.

ACTIVITY 2: MANAGEMENT ACCOUNTING SECTION

This Section prepares the Annual Estimates of Expenses in conjunction with the Corporate Policy Group prior to its presentation to Council. It is responsible for budgetary monitoring and control, and provides financial information for Management, internal departments, Council and the Dept. of Environment and Local Government.

FUNDING:

Cork City Council revenue.

SOCIAL INCLUSION DIMENSION OF ACTIVITIES 1 AND 2

The Finance Department has a key role in influencing the budget changes needed to achieve the three main recommendations presented in the introduction of this audit, which are:

- Think strategically and manage for those that most need the City Council services.
- Encourage an outreach multidisciplinary model of support.
- Promoting and adapting services for disabled people.

RECOMMENDED ACTION:

- Specific identification of social inclusion measures in the Annual Estimates for the Social Inclusion Action Plan.
- Integrate Social Inclusion City Council expenses in the Department of Environment needs and resources model for Local Authorities.
- The Social Inclusion Unit recommends the Finance Department to guide and assist all Directorates towards a more socially inclusive City Council based on the Social Inclusion Audit recommendations, which will require budgetary changes.
- Training on Social Inclusion issues for Finance Department staff, especially front line staff.

ACTIVITY 3: EXPENDITURE SECTION

The Expenditure Section processes Payroll and Creditors Payments weekly. This section is also responsible for making returns to the Revenue Commissioners.

NETWORKING:

Internal: All City Council Staff.

FUNDING:

Cork City Council revenue.

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ACTIVITY 4: COLLECTION/REVENUE SECTION

It is the Collection/Revenue Section's function to issue a variety of accounts and demands as well as the collection of these accounts. This section also implements various debt collection procedures in the case of no-payment. The Collection/Revenue Section also holds the function of central receipting for most of the income of the Local Authority, as well as the balancing and receipts and the security and banking of Cash and Cheques.

In relation to Social Inclusion the Finance Department, in conjunction with the Department of Environment, provides a waivers scheme for people who are unable to pay the fees (regulations). The Finance Department collects the rates, refuse charges and house loans in the City Council ground floor hatches.

NETWORKING:

Internal: Most Departments.
External: Housing loans clients, any person availing of a City Council Service and pays fees for the service.

FUNDING:

Cork City Council Revenue.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

The wheely bins waivers scheme provides reduced wheely bin collection fees for those people who can't afford to pay collection fees and who qualify under the regulations of the scheme. The Finance Department manages the administration and accounting of the Scheme for the Environment Directorate. Currently the City Hall payment offices where collections are processed have limited access for people with disabilities.

RECOMMENDED ACTIONS:

- The Environment Directorate, as the Directorate responsible for the collection of refuse charges income, should carry out a review of the waiver scheme for refuse collection charges. The Finance Department should work in conjunction with the Environment Department and the Social Inclusion Unit for the review of the Waivers Scheme. The objectives of the review should include:
 - Minimising the impact on low income groups.
 - Formalising arrangements for the approval of future Schemes.
 - A review of the advertisement and promotion of the Scheme.

- The Finance Department, in conjunction with the Environment Directorate, should investigate if the Waivers scheme (Social Inclusion Action) costs could be covered by the Department of Environment through their attempt to improve the Needs and Resources Model for Local Authorities.
- The Finance Department City Hall payment offices, where collections are proceeded, should be disability proofed.

ACTIVITY 5: CLAIMS INSURANCE

The Claims Insurance Section provides an economic Claims/Insurance Office, a central complaints base, and it also ensures that all staff in each Department is aware of the concept and practical application of Risk Management, Safety, Health, and Welfare.

NETWORKING:

Internal: Law Department.
External: Claiming public and lawyers.

FUNDING:

Cork City Council Revenue.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Claim procedures are one of the highest expenses of the City Council (4 to 5 million Euro a year). These expenses are a high burden to the City Council and if measures were taken to reduce expenses the City Council could be in a position to further implement Social Inclusion Measures.

RECOMMENDED ACTION:

- Claim expenses are at present extremely high. The City Council would in the long-run benefit by formulating a co-ordinated interdepartmental Strategy to tackle this in order to reduce costs.

IS Department

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ACTIVITY 1: SET UP NEW NETWORK TO AREAS HOUSING OFFICE

This involves setting up new communication links back to City Hall and providing software application to the new remote site. The North-West office is running since October 2002. If the radio link is down the cash desk is still functional. People go there to pay rent or for consultations. I.S meet periodically with area office staff to discuss the I.S service and resolve issues. IS Department will assist the rollout of 2 more area offices - the North East office and the South Office.

NETWORKING:

Internal: Housing Directorate.

FUNDING:

Cork City Council Revenue.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Provision of a quality housing service.

RECOMMENDED ACTION:

- Implementation of service to be evaluated on its impact on the provision of a quality housing service.
- Training on web-based technologies should be introduced for housing area staff.
- The incorporation of a kiosk-based facility for clients in the area of housing would provide a more active use of the web by people experiencing disadvantage. This should be carried in conjunction with the Housing Directorate.

ACTIVITY 2: INSTALL A NEW CORPORATE COMPLAINTS SYSTEM IN CORPORATE AFFAIRS DIRECTORATE ONLY

A Contact Management System has been rolled out to all Directorates. It is being used for contact with Elected Members and Freedom of Information and Ombudsman requests.

NETWORKING:

Internal: Corporate Affairs Directorate
External: Public

FUNDING:

IS Strategy Fund, Cork City Council Revenue

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Development of a responsive service. Analysis of complaints with reference to social inclusion indicators.

RECOMMENDED ACTION:

- Development of an analytical framework to identify social inclusion elements of complaints received in new system. This would mean including an extra category in the system to flag social inclusion issues, so that through time they can be analysed and used for policy purposes.
- The ideal situation within the City Council regarding complaints would be through the agreement of a standardised way of recording and gathering information. This would mean that each Directorate/Department would use the same forms and all complaints would be recorded into one database. This system would provide us with an easier data analysis research not only on social inclusion issues but also on other very important complaint issues. Such a significant project should be led by Corporate Affairs in partnership with the IS department.
- Training of staff on Social Inclusion Issues.

ACTIVITY 3: IMPLEMENT A NEW PLANNING ADMINISTRATION SYSTEM

The IS Department will implement a new planning administration system with a public interface on the web site, which will allow the public to browse details of planning applications. Public kiosks (PCs are currently used for this purpose) in the Planning Office display the iPlan. The planning lists are on the City Council web-site. It is anticipated that an enquiry option from iPlan will be available on the kiosks by the third quarter of 2003.

NETWORKING:

Internal: Planning Directorate.

FUNDING: City Council Revenue.

SOCIAL INCLUSION DIMENSION:

- Facilitate the public to view applications in conjunction with social inclusion priorities of City Council e.g. as stated in the Corporate Plan, City Development Plan and Imagine our Future.

RECOMMENDED ACTION:

- Ensure that social inclusion priorities of City Council can be viewed in conjunction with planning applications on website.

ACTIVITY 4: SECURITY POLICY IMPLEMENTATION

The IS Department are responsible for the security relating to data held electronically and the need to adhere to legislation e.g. Data Protection Act, E-Commerce Act. The Department has prepared a Security Document.

NETWORKING:

Internal: Corporate Affairs and Finance Departments.

FUNDING: Cork City Council.

SOCIAL INCLUSION DIMENSION:

Ensuring that the retention and use of data is done in a manner that is respectful of individuals and is in full compliance with the Data Protection Act.

RECOMMENDED ACTION:

- Inform staff about the Data Protection Act and E-Commerce Act by including information on the Intranet.
- IS to publish information on both Acts on the intranet and advertise by way of e-mail.
- IS to consider with Finance Department, the possibility of amending the sign-on screen of AS400 users to display a basic statement on the Data Protection Act.
- Training for staff on Social Inclusion Issues.
- Provide a Seminar on the Data Protection Act.

ACTIVITY 5: ON-LINE FORMS AND PAYMENTS THROUGH THE REACH WEB-SITE

This is an initiative of the Local Government Computer Services Board to provide all public services on-line through one web-site called Reach. The IS Department is responsible for supporting this in relation to all the services provided by the City Council. Cork City Council forms are available on their website. The IS Department is working with Pay Parking to provide a service for credit card payments for parking fines over the internet. Other areas may also be targeted for online payments.

NETWORKING:

Internal: All Directorates/Departments.
External: Public, other Public Agencies, Local Government Computer Services Board.

FUNDING: City Council Revenue.

SOCIAL INCLUSION DIMENSION:

Increasing accessibility of services.

RECOMMENDED ACTION:

- Ensure that the format through which services are available on the web-site is literacy and disability proofed.
- Introduce kiosks within the Housing area offices so that people can access information and services through the Internet. This should be done in conjunction with the Housing Directorate. Staff should be trained to use the Internet facilitating its use in the Housing Area Offices.

ACTIVITY 6: COMPLETE THE ROLL OUT OF THE INTERNET/INTRANET

Cork City Council has purchased the www.cork.ie domain name. This domain could be used to develop a website which would be a portal to government services in Cork, eg. links to the websites of the City and County Council, Southern Health Board, FAS, Gardaí, Department of Social Welfare, Reach services, Chamber of Commerce, Port of Cork, UCC and CIT, Cork Kerry tourism, etc. A project of this nature should be ready by 2004 if it is going to benefit preparations for the 2005 City of Culture.

NETWORKING:

Internal: All Directorates/Departments.

FUNDING: City Council Revenue.

SOCIAL INCLUSION DIMENSION:

Enable greater sharing of information within Council on ways to co-operate between departments and sections in meeting social inclusion objectives.

RECOMMENDED ACTION:

- The IS Department should pilot the SIU section of the website in terms of content management facilities. i.e. The IS department should investigate designing web pages that can be updated by the staff of the SIU directly as opposed to having to go through the webmaster. This item is listed in the e-government draft prepared by the e-government steering group, however funding has yet to be approved.
- The forthcoming City of Culture event in 2005 will focus attention on the City Council website. The IS Department should investigate the possibility of redesigning the Cork City Council website incorporating a content management aspect. In terms of accessibility - a non-frames option should also be considered. This item is listed in the e-government draft prepared by the e-government steering group, however funding has yet to be identified.

ACTIVITY 7: HELP DESK SUPPORT

This service is available to all members of council and all staff if they require assistance with their computer software or hardware.

Computer Purchase is organised through the Help Desk Support.

NETWORKING:

Internal: All Directorates/Departments.
External: -

FUNDING:

City Council Revenue.

SOCIAL INCLUSION DIMENSION:

The I.S. Department is developing an induction web-site course on the City Council for staff.

RECOMMENDED ACTION:

- Training for staff on Social Inclusion Issues.
- The I.S. Department should develop and include a category on Social Inclusion in the Induction Course website that is currently being prepared by the I.S. Department in conjunction with the Personnel Department. This is due to go live by the end of June 2003. The induction course should be revised and developed further if needed.

ACTIVITY 8: ON-LINE LIBRARY CATALOGUE

This project will begin in November 2002 and will allow members of the public view and book Library books on the City Council web-site.

NETWORKING:

Internal: All Directorate/Departments.
External: Public.

FUNDING:

City Council Revenue.

SOCIAL INCLUSION DIMENSION:

Accessibility to the Website should be as disability and literacy friendly as possible.

RECOMMENDED ACTION:

- Ensure that the format used in the library catalogue is literacy and disability proofed.
- Train staff on literacy and disability proofing information.

ACTIVITY 9: SUPPORT RECREATION AND AMENITIES KIOSKS AND TRAINING IN TOGHER

The Recreation and Amenities Department is carrying out a partnership project with FAS and the Southern Health Board to promote free accessibility to public services on-line. This project provides access to three kiosks; in Togher, the Glen, and Knocknaheeny with Internet access, and a training computer room in Togher (School).

The I.S. Department supports this project by providing its services to Recreation and Amenities.

NETWORKING:

Internal: Most Directorates/Departments.

FUNDING:

City Council Revenue - Grant awarded to Recreation & Amenity Directorate under the millennium projects scheme by central government, costs for a two year period only were granted.

SOCIAL INCLUSION DIMENSION:

Access to the Internet and computers should be for all. Usually it is those that are socially, economically and culturally excluded who tend not to use Internet services.

RECOMMENDED ACTION:

- The I.S. Department, in conjunction with the Recreation and Amenity Directorate and the Community and Enterprise Directorate, should ensure that projects of this nature are further developed in the City, specifically in RAPID areas, for example, the introduction of kiosks in the Area Housing Offices and Central Housing Offices.

Law Department

An Roinn Dlí

The Law Department provides professional legal services to all City Council Directorates and Departments. It supports the mission and strategic objectives of Cork City Council through the provision of legal advice and services.

LEGAL SERVICE AREAS:

The Office is engaged in a wide area of professional legal services for the City Council:

- *Conveyancing, property and Landlord and Tenant services;*
- *Court Appearances and Advocacy;*
- *Representation of City Council before Local Public Inquiries, Tribunals and Arbitrations;*
- *Legal support for Social Housing Programme and Planning and Development Policy;*
- *Code Enforcement Litigation in Planning, Dangerous Structure, Fire Safety, Building Control, Litter and other statutory codes;*
- *Construction Law and Contracts (both housing and civil);*
- *Environmental law services;*
- *Parking and Traffic Courts;*
- *Commercial matters and contracts;*
- *Recreation, Amenity and Cultural Programme support;*
- *Revenue Collection;*
- *Advising on legal implications of new/amended policies;*
- *Advising on and drafting Bye-Laws for the City.*

The Law Department conducts a vast proportion of its dealings internally, as opposed to direct dealings with the public. The Law Agent and her department review and draft contracts for the City Council and also advise the various Directorates when disputes arise under existing contracts. However, there are certain aspects of the Law Department's work, which require the direct interaction between department officials and the public at large.

The Department deals with all aspects of conveyancing of property in conjunction with the Property Department. It certifies titles for housing loans for the Housing Department, engages in debt collection for the Rates and Collection Departments, prosecutes violations of planning law for the Planning Department and also defends court actions against the City Council and its officials.

The Law Department assists the City Council in its ongoing efforts to eradicate dereliction and stimulate productive development, while ensuring that the resulting development is consistent with the proper planning and sustainable development of the area and with the requirements of Environmental Law. In this regard, the Department advises the City Council in the exercise of its powers under the Derelict Sites Act, 1990, while assisting in the enforcement of planning requirements.

The Department makes submissions to central government departments and appears on behalf of the City Council at enquiries and arbitrations.

Property transactions play a major part in the Law Department's responsibilities. Other areas of activity include advising the Housing Department about its obligations under housing legislation.

The Law Department is also engaged in litigation in the District Court, the Circuit Court, the High Court and the Supreme Court, involving everything from parking violations to fundamental issues concerning the powers and duties of the City Council.

NETWORKING:

Internal: All Departments of City Council.
External: Public, District Court, High Court, and Supreme Court.

FUNDING:

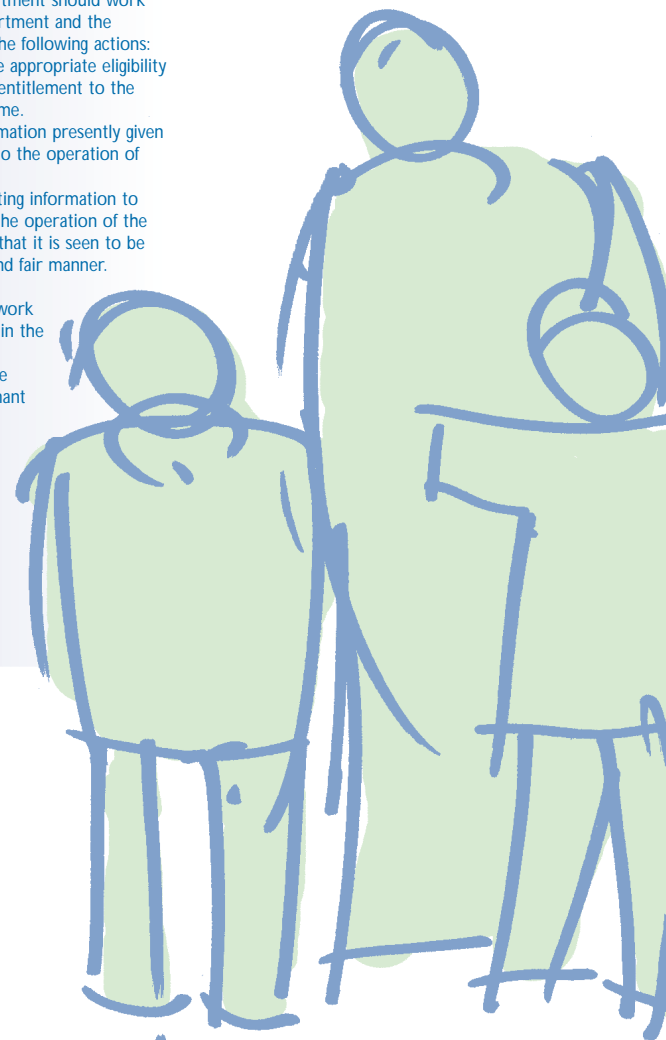
Cork City Council.

RECOMMENDED ACTIONS:

The key role of the Law Department should be to provide legal advice to the City Council on any Social Policy changes that will emerge from the Social Inclusion Audit and Social Inclusion Action Plans.

The social inclusion issues that would relate to this Department are:

1. The Law Department, the Finance Department and the Social Inclusion Unit should analyse the profile of people who bring claims against the City Council and the areas of the city where claims are concentrated. This may provide an insight into how claims are related to social exclusion.
2. Subject to the City Council's decision to operate a waiver scheme the Law Department should work closely with the Finance Department and the Environment Directorate on the following actions:
 - Analyse and recommend the appropriate eligibility criteria that will determine entitlement to the Refuse Charge Waiver Scheme.
 - Identify deficiencies in information presently given to customers with respect to the operation of the Waiver Scheme.
 - Identify ways of communicating information to customers with respect to the operation of the Scheme in order to ensure that it is seen to be operated in a transparent and fair manner.
3. The Law Department should work with the Housing Directorate in the preparation of a manual of procedures with respect to the following housing schemes: Tenant purchase, shared ownership, affordable housing and improvement works loans.
4. To continue the legal support provided to the City Council with respect to the acquisition of Derelict sites, some of which could be used for social housing or commercial purposes.



Personnel Department

An Roinn Pearsanra

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SECTION: RECRUITMENT

ACTIVITY 1: RECRUITMENT UNDER NATIONAL REGULATIONS THROUGH COMPETITIVE EXAMINATION OR INTERVIEW (use of panels for recruitment purposes, 12 months)

NETWORKING

Internal: Directors of each City Council Directorate.
External: Newspapers and Internet City Council Web-site.

FUNDING:

City Council Revenue.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Local Authorities are required to recruit a 3% of people with disabilities under National Policy.

RECOMMENDED ACTION:

- To analyse the number of people with disabilities recruited in the past years within the City Council and encourages the Personnel Department to set targets as part of the process of reaching and exceeding statutory requirements.
- Information needs to be collated on a standardised basis for the collection of data on the profile of applicants and current staff with reference to the requirements of equality legislation. Monitoring in this area will assist in identifying factors, which prevent disadvantaged groups from forming a significant proportion of the workforce. This action should be led by the Equality Committee, which will be in operation again in the near future.
- A review of the layout and structure of application forms needs to take place (disability proofed) and translations supplied in different languages.

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SECTION: TRAINING AND DEVELOPMENT

ACTIVITY 1: MANDATORY, SAFETY, SPECIALIST AND GENERAL COURSES

- Safety
- Vocational
- Technical
- Personal development
- I.T. skills
- Management skills
- Soft skills
- Induction

NETWORKING

Internal: All City Council Directorates/Departments.
External: Outside companies such as FAS, IPA etc.

FUNDING:

City Council and Training Grants.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Training courses are open to all staff. Disability Awareness is included in the current Customer Care Programme. Return to Learning Programme is ongoing.

RECOMMENDED ACTION:

- The Training Section to provide a certain amount of its training budget towards courses on social inclusion for staff. Some of this training is identified within the recommendations of each Directorate/Department, and would include disability awareness, awareness on social inclusion issues such as homelessness, Traveller communities, refugees, poverty, etc. Raising awareness among staff is crucial if social inclusion is to become one of the core objectives of the City Council.

ACTIVITY 2: SCHEME OF ASSISTANCE TO STAFF TO PURSUE RELEVANT COURSES OF STUDY IN THEIR OWN TIME (Certificates, Diplomas, Degrees etc.)

The Scheme of Assistance to staff provides:

- Study leave.
- Exam leave.
- Fees (full or part payment).

NETWORKING:

Internal: All Directorates and Departments.
External: Universities, Colleges, Institutes, etc.

FUNDING:

Cork City Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Improving expertise of staffs' personal development, which can assist in the delivery of services.

RECOMMENDED ACTION:

- Assessment of applications for support, should consider potential social inclusion impact.

ACTIVITY 3: STAFF LEARNING CENTRE (City Hall Room 238)

The Staff Learning Centre provides computer-based training for all staff. Some courses are also available on the Intranet.

NETWORKING

Internal: All Directorates and Departments, Training PC and Software Providers.
External: -

FUNDING:

Cork City Council.

SOCIAL INCLUSION DIMENSION:

Enhancing skills of staff.

RECOMMENDED ACTION:

- Development of training supports for staff with disabilities.

ACTIVITY 4: REGIONAL TRAINING CENTRE IN BALLINCOLLIG

The Regional Training Centre in Ballincollig was opened in 1997. The Centre is co-owned by Cork City Council, Cork County Council & Kerry County Council. Many of the City Council training courses are delivered at this centre.

NETWORKING:

Internal: Staff from all Directorates and Departments.
External: Cork County Council and Kerry County Council. The Centre is run by a Management Committee.

FUNDING:

Cork City Council, Cork County Council, and Kerry County Council.

SOCIAL INCLUSION DIMENSION:

A focus on social inclusion issues should be brought to the attention of the Centre's Management Committee.

RECOMMENDED ACTION:

- The Training and Development Section should involve the Regional Training Centre in Ballincollig providing social inclusion awareness raising courses (customer care and social inclusion, communication skills and disability, etc).

ACTIVITY 5: IN-HOUSE TRAINING

In-House training is provided by some City Council Staff. Courses in JD Edwards system, Freedom of Information, Finance, Intranet and Manual Handling have been delivered internally.

NETWORKING:

Internal: All Directorates and Departments.

FUNDING:

City Council.

SOCIAL INCLUSION DIMENSION:

The Social Inclusion Unit can provide awareness raising seminars for City Council Staff initially.

RECOMMENDED ACTION:

- Encourage staff to become aware of social inclusion within their own areas of work.

SECTION: INDUSTRIAL RELATIONS

ACTIVITY 1: PROCESSING OF ALL TRADE UNION CLAIMS

A. Once a claim is received from a Trade Union it must firstly be researched to establish:

- How does it fit in with City Council policy?
- How does it fit in with Government policy?
- Is it a valid claim as per national agreements (eg Sustaining Progress)?
- What is the potential cost of the claim?
- Are their potential precedents internally or in the wider Public Service?

B. Following research, local negotiations commence. These take place in the Industrial Relations Office in City Hall and are jointly chaired by the Senior Executive Officer, Industrial relations and the full-time union official. Relevant management representatives and union shop stewards also attend these meetings. In the event that these local negotiations fail to reach agreement the matter may be referred to a Rights Commissioner, The Labour Relations Commission or the Labour Court for adjudication. A brief description of these Bodies is listed below.

NETWORKING

Internal: City Manager and Senior Management of each Directorate.
External: Department of the Environment, Heritage and Local Government. Local Government Management Services Board, Labour Court, Labour Relations Commission etc.

FUNDING:

City Council Revenue.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

To facilitate the provision of modernised and efficient services to the community.

RECOMMENDED ACTION:

Reinforce the support to other Directorates and Departments to provide modernised, efficient and socially inclusive services to the community.

ACTIVITY 2: OVERSEEING THE IMPLEMENTATION OF ALL AGREEMENTS WHICH AFFECT THE CONDITIONS OF EMPLOYMENT OF STAFF

The role of the Industrial relations section within this task is as follows:

- Circulating copies of all letters of agreement to the relevant area(s) of the City Council.
- Ensuring that all appropriate managerial and supervisory staff are aware of and understand the content of any new agreements.
- Ensuring that an agreement, which applies to more than one area within the Council is implemented in a consistent manner throughout the Council.
- Ensuring that grievances, which may arise are dealt with in accordance with agreed procedure.

NETWORKING

Internal: City Manager and staff at all levels.
External: All Trade Unions, Local Government Management Services Board, Department of Environment Heritage and Local Government.

FUNDING:

City Council Revenue.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Provide working conditions, which contribute to a good quality of life for City Council staff.

RECOMMENDED ACTION:

Integrate a paragraph on social inclusion commitments within the formal contracts of City Council employees.

SECTION: WELFARE

This section deals with matters affecting the welfare of staff.

ACTIVITY 1: SICK PAY BENEFITS (process of claiming sick payments)

NETWORKING:

Internal: All City Council Staff.
External: Department of Social Welfare (pays a portion of the sick pay benefits).

FUNDING:

Cork City Council and Department of Social Welfare.

SOCIAL INCLUSION DIMENSION:

The sick pay benefits provide a social welfare support to all City Council staff during sickness (people are entitled to a number of weeks wages payments depending on their grade or amount of years in the position).

RECOMMENDED ACTION:

ACTIVITY 2: EMPLOYEE ASSISTANCE PROGRAMME

NETWORKING:

Internal: All staff of City Council.
External: Employee Assistance Programme (EAP).

FUNDING:

Cork City Council Revenue.

SOCIAL INCLUSION DIMENSION:

The Employee Assistance Programme provides an independent counselling support assistance to all City Council Staff, which is fully confidential and professional.

RECOMMENDED ACTION:

Environment Directorate

An Stiúrthóireacht
Comhshaoil

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LINK TO CORK CITY DEVELOPMENT PLAN:

The three main objectives of the environmental Strategy and the main topics to be considered under each are:

- A. Minimise consumption of finite resources i.e. land and energy:**
- Land use.
 - Transport.
 - Promoting energy conservation.
- B. Protect the existing heritage of the City:**
- The natural heritage.
 - The built heritage.
- C. Minimise and ameliorate adverse impacts of development on the environment:**
- Water quality management.
 - Water supply.
 - Waste water collection and treatment.
 - Solid waste management strategy.
 - Air quality.

DIVISION: WASTE MANAGEMENT AND RECYCLING

STRATEGY:

Cork City Council Waste Management Plan 1999 - 2004, Joint Waste Management Strategy (with Cork County Council) 1995-2020.

NEWSLETTER:

20/20 Newsletter (in partnership with Cork County Council).

WORK AT COMMUNITY LEVEL:

The Department carries out environmental awareness with community groups, resident associations and schools on waste management, recycling, etc.

ACTIVITY 1: WASTE MANAGEMENT

Activities include:

- Paper and Cardboard Collection.
- Household Hazardous Waste Collection .
- Study of Cork City Recycling Needs.
- Civic Amenity Site (recycling and waste) - Domestic Waste only.
- Composting.
- Christmas Tree Recycling.
- Bring sites - Domestic usage only.

NETWORKING:

Internal: Finance Department (for customer details), Law Department (Prosecutions under various Acts), Corporate Affairs (Committee on Customer Focus), Housing Department (Social Housing).

External: Cork County Council- Joint Waste management Strategy (1995), (Statistical returns to DOELG).

FUNDING: Cork City Council.

SOCIAL INCLUSION DIMENSION OF ACTIVITY: See Waste Operations.

RECOMMENDED ACTION: See Waste Operations.

ACTIVITY 2: WASTE RECYCLING**A. Civic Amenity Site**

The public can dispose of recyclable materials free of charge. These are:- aluminium drink cans, clean plastic bottles, glass bottles, cardboard, newspapers and magazines, batteries, scrap metal, waste engine oil, fridges/freezers.

Other materials are charged as follows:

Cars (€10), small low sided single axle car trailer attached to car (€40) and white goods (cookers, washing machines , tumble dryers, etc.), for €15. These charges are likely to rise in the future. A further Civic Amenity Site is currently planned for the Northside of the City.

B. Bring Sites

There are 29 Bring sites in Cork City for domestic users and are free of charge. The bring sites are for glass bottles, drink cans, textiles, paper and cardboard, batteries. Not all bring sites cover all the recycling materials. An additional 14 bring sites are currently being planned.

NETWORKING

Internal: Finance Department, Recreation, Amenity and Cultural Directorate and Law Department.

External: Public, community groups residents Associations, schools etc.

FUNDING: Cork City Council Revenue.

SOCIAL INCLUSION DIMENSION OF ACTIVITY: Bring sites serve socially disadvantaged areas.

RECOMMENDED ACTION: Continue the awareness raising on waste management, particularly in disadvantaged areas.

ACTIVITY 3: ENVIRONMENTAL PROTECTION

Environmental Protection involves the monitoring of water and air in the City. Air emission levels are monitored at 6 sampling points approved by DOELG. Water quality is monitored at Waterworks, Lee Road. Samples are also taken from rivers at various locations and from discharge licences.

NETWORKING

Internal: Finance Department.

External: Statistical returns to DOELG, Cork County Council.

FUNDING: Rates, sampling fees and permit fees.

SOCIAL INCLUSION DIMENSION OF ACTIVITY: Levels of pollution being monitored.

RECOMMENDED ACTION: Carry out a survey of environmental quality of life study in one of the four Traveller Halting sites in the city.

ACTIVITY 4: PUBLIC AWARENESS ON WASTE MANAGEMENT AND WASTE REDUCTION

The Environment Directorate undertakes the following activities on public waste management and waste reduction awareness:

- It produces in partnership with Cork County Council a quarterly newsletter on waste management and waste reduction in Cork region (20/20 Newsletter).
- It provides up-to date information through the Internet at the www.corkcity.ie Cork City Council Web-Site.
- It provides awareness raising in schools, community, resident and business groups on waste management and waste reduction.

NETWORKING:

External: Cork County Council, Public.

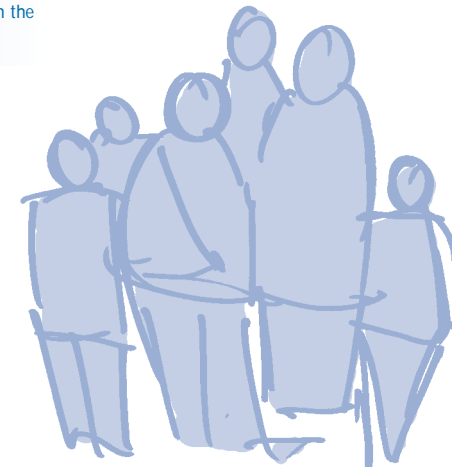
FUNDING: Cork City Council.

SOCIAL INCLUSION DIMENSION:

Raising awareness in waste management and waste reduction is a crucial tool to reduce waste within the City, specifically in areas where there are high population concentrations.

RECOMMENDED ACTION:

• The Social Inclusion Unit stresses the importance of raising awareness as a tool to reduce waste and pollution and improve the image of Cork. At present the Environment Directorate has a programme on awareness raising. The quarterly newsletter and web-site are excellent tools to raise awareness.



DIVISION: WASTE OPERATIONS

STRATEGY:

Litter Management Plan.

WORK AT COMMUNITY LEVEL:

Wheel bin collection.

ACTIVITY 1: WHEELBIN COLLECTION

The Wheel bin collection system was introduced in July 1998 to achieve a cleaner environment and a safer system of collection.

Waiver Scheme:

This Scheme provides full or partial relief from payment of domestic refuse collection charges by persons qualifying under the terms of the scheme. Examples of these persons are OAPs living alone, or families on Social Assistance.

NETWORKING

Internal: Finance Department, Law Department, Recreation Amenity & Culture Directorate, Housing & Community.

External: Public.

FUNDING: Cork City Council Revenue.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

The Waiver scheme ensures that households on low incomes in the City have assistance with domestic refuse charges.

RECOMMENDED ACTION:

- The Environment Directorate, as the Directorate responsible for the refuse charges income, should carry out a review of the waiver scheme for domestic refuse collection charges. This review should be carried out in conjunction with the Finance Department and the Social Inclusion Unit. The objectives of the review should include:
 - Minimising the impact on low income groups
 - Formalising arrangements for the approval of future Schemes.
 - A review of the advertising and promotion of the Scheme subject to City Council approval.The Environment Directorate should investigate if the Waiver scheme (Social Inclusion Action) costs could be recouped from the Department of Social and Family Affairs.

ACTIVITY 2: LITTER CONTROL AND STREET CLEANING

As a result of the introduction of a wheel bin collection system, the number of sweepers has increased. There are between 50-60 sweepers and 4 litter wardens employed. Under the Litter Pollution Act 1997, litter wardens can issue on-the spot fines of €125 with a maximum fine of €1,905 in court. The sweepers, the litter wardens and other staff implement the Litter Management Plan.

The Litter Management Plan Review (2002) actions are based on:

- Improving local authority performance in relation to litter prevention and control; this includes tougher action against offenders.
- Using legislation to ensure more effective regulation and sanctions in support of litter control.
- Developing creative partnerships with business, industry, schools and the community to combat litter and to create a litter free environment.

The objectives of the Plan are:

- To raise a sense of civic pride and environmental awareness of the effect of littering on the local environment.
- To promote greater public awareness and education about litter, with special focus on young people with help from community, schools and environmental groups.

National Spring Clean: Each year the City Council provides bags, brushes and gloves to schools, community and resident associations, if they are willing to clean up their public areas.

NETWORKING:

Internal: Corporate Affairs - Law Department, Housing and Community Directorate.

External: Statistical returns to DOELG, An Taisce, NLPMS, Rapid Area Environmental Groups, IBAL, Cork City Challenge.

FUNDING: City Council Revenues.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

A quality litter free environment in all parts of the City.

RECOMMENDED ACTION:

Waste disposal charges are high for households on low incomes. The City Council used to provide a service for the collection of large goods free of charge. This scheme ceased 6 years ago in accordance with the Polluter Pays Principle. There are, however, indications that illegal dumping of large goods has increased as a consequence, particularly in Rapid areas.

The Social Inclusion Unit recommends that the City Council should put in place an integrated response to this problem. A Working Group should be set up to report on and implement best practice solutions in one of the Rapid areas. The cost of this could be recouped under the RAPID Programme.

The Environment Directorate should investigate if the Department of Environment & Local Government, through their attempt to improve the Needs and Resources Model for Local Authorities, would cover the costs of introducing reduced collection charges for large goods.

The Social Inclusion Unit endorses the actions already taken under the Litter Management Plan, where the role of litter wardens and education through raising awareness are two key tools in tackling the litter problem in the City.

- The lessons learned from the Environmental Task Group in the Mayfield/ Blackpool/Glen Rapid area and the Global Action Plan should be written up as models of good practice and implemented in other parts of the City.

DIVISION: WATER SERVICES

STRATEGY:

Strategic Operational & Maintenance Plan (SOMP), Corporate Plan, The Government's Water Services Pricing Policy.

- Cork Main Drainage Scheme.
- Cork Water Network Management Project.
- City Watermains Rehabilitation Project

WORK AT COMMUNITY LEVEL:

The Water Services Section provides an adequate supply of piped water for domestic, industrial and other uses and a safe and adequate system for the disposal of sewerage and other waterborne waste.

ACTIVITY 1: WATER SUPPLY (Provision of water supply to satisfy all domestic, commercial and industrial needs of Cork City)

Since the Local Government Financial Provisions Act 1997, domestic users are not directly charged for water. Charges remain in place for non-domestic users. The City Council operates a water production facility at the Lee Road Water Works and maintains the water distribution network (655 km).

The Cork Water Network Management Project

Since September 1997 €2.950 of E. U. funding has enabled Cork City Council to install infrastructure,

technologies and methodologies to improve the management of the City's water distribution system. An evaluation of the water distribution network has identified a high level of leakage and the need for a rehabilitation of the network. A study is underway into the condition of the City's watermains and preparation of a preliminary report, which will prioritise rehabilitation needs, including replacement of lead services. The Water Services Investment Programme provides €8.58 million for the period to 2006. Significant lengths of watermain have been renewed or rehabilitated in conjunction with the Cork Main Drainage Scheme contracts.

NETWORKING:

Internal: Roads Department, Planning Department.

External: Department of the Environment and Local Government.

FUNDING: City Council, DOE & Local Government, European Union.

SOCIAL INCLUSION DIMENSION OF ACTIVITY: Water is free of charge to all citizens.

RECOMMENDED ACTION:

- Road works are the main obstacles that people with disabilities encounter on the streets. Some of these obstructions are caused by repairs to the water and drainage systems. Obstructions need to be well signalled and disability proofed. Raising awareness on disability issues among Water and Drainage maintenance staff is very important.

ACTIVITY 2: SUPPLY OF A DRAINAGE SYSTEM (Provision of a drainage system to collect, convey and treat all domestic and industrial foul effluent)

Drainage Maintenance:

Cork City Council has the responsibility for the maintenance of 200 miles of main sewers and culverts in the City. It also maintains the large interceptor sewers, storm overflow chambers, storm water holding tanks, and the Gilabbey and other small pump houses.

Cork Main Drainage Scheme:

This Scheme is co-financed by the Cohesion Fund of the European Union and the Department of the Environment & Local Government. In accordance with the "Polluter Pays Principle" and the Government's Water Services Pricing Policy, a contribution will also be payable by non-domestic users. The principal works of the Scheme involve:

1. Collecting all discharges of untreated effluent to the river and transporting the sewage to the new Treatment Plant site at Carrigrennan.
2. Constructing a new foul sewer system for the Central Island of the City.
3. Constructing a new Treatment Plant for Cork City and surrounding areas in a green field site. The plant will treat domestic and industrial wastewater from Cork City, The Tramore Valley, Little Island, Glounthaune and Glanmire to a very high quality.

NETWORKING:

Internal: Roads Directorate, Finance Department, Corporate Affairs, Law Dept.

External: Department of the Environment and Local Government, Bus Eireann, Eircom and other utility providers, European Union, Cork Chamber of Commerce, C.B.A. and other business representative groups, community associations, Cork County Council.

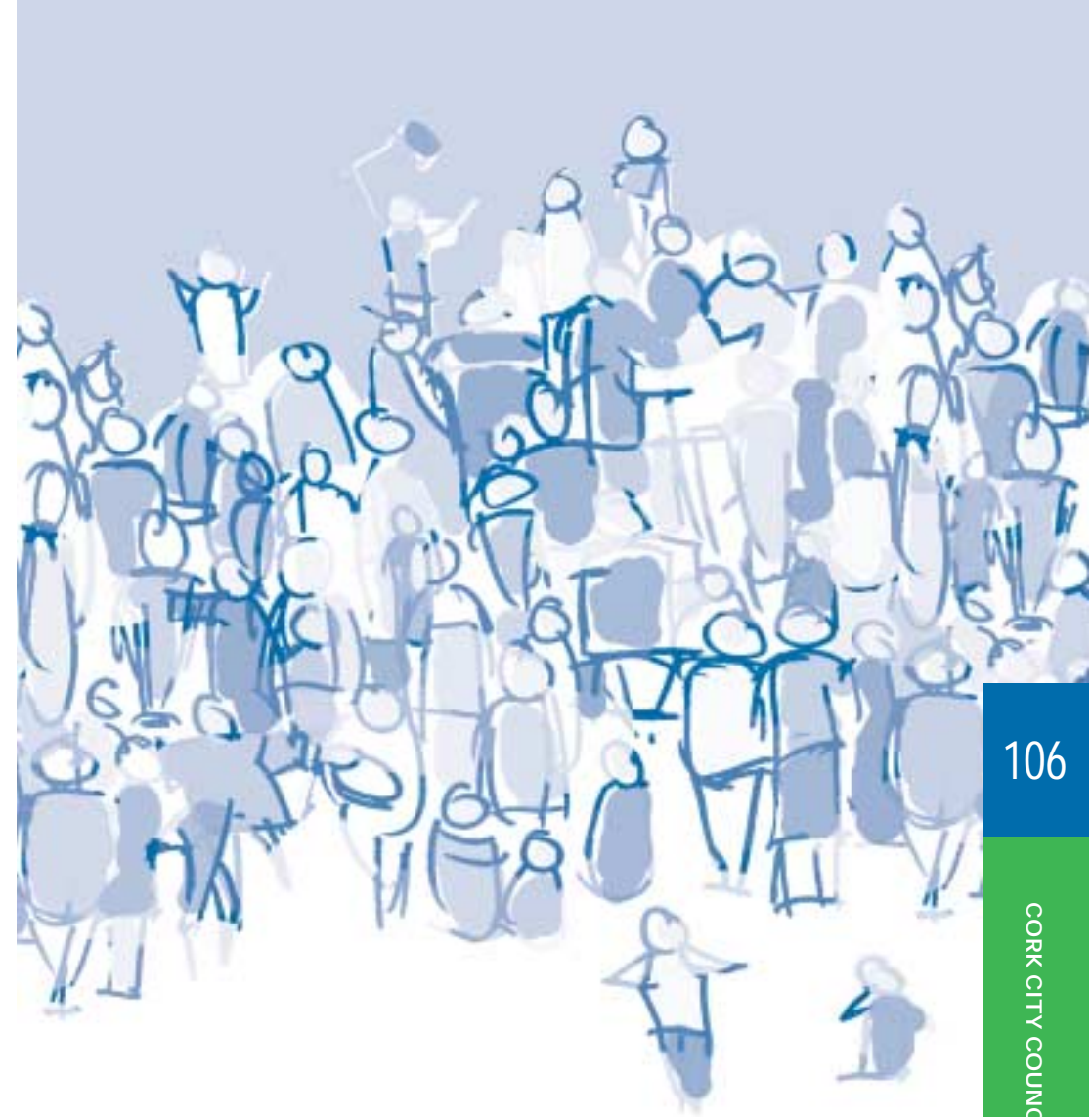
FUNDING: City Council, DOE, Local Government and EU.

SOCIAL INCLUSION DIMENSION OF ACTIVITY:

Provision of a cleaner environment for all Cork Citizens.

RECOMMENDED ACTION:

Provide awareness raising on disability issues to private contractors that undertake work for the completion of the Cork Main Drainage Scheme.



Appendix Aguisín 1

Interview Questionnaire

QUESTIONNAIRE FOR THE AUDIT OF SOCIAL INCLUSION ACTIVITIES IN CORK CITY COUNCIL.

Dear Colleague,

A Social Inclusion Unit has been established in Cork City Council. Nationally, 8 local authorities have secured funding for the establishment of Social Inclusion Units. The funding for the Units has been secured through commitments given in the Programme for Prosperity and Fairness. The recent establishment of the Units is part of the implementation of the RAPID urban development programme and the National Anti Poverty Strategy.

One of the 6 core goals in the City Council's Corporate Plan is social inclusion:

*"To ensure that an improved quality of life impacts on all citizens with equity in relation to allocation of resources and participation in decision-making".
(The Corporate Plan 2001-2004)*

The Social Inclusion Unit will assist the City Council in implementing this goal.

WHAT IS MEANT BY SOCIAL INCLUSION?

Social inclusion is the process whereby Public Agencies ensure that the most disadvantaged groups in society have access to services and employment, which enables them to participate as equal members in society. The recent review of the National Anti-Poverty Strategy has identified the following elements as crucial to the social inclusion process:

- Sustain economic growth and employment.
- Provide levels of income support to those relying on social welfare sufficient to sustain dignity and avoid poverty, while facilitating participation in employment and escape from welfare.
- Address the needs of groups at high risk of poverty with specific needs.
- Provide high quality public services to all.
- Tackle the causes of inter-generational transmission of poverty; and
- Support disadvantaged communities.
(NAP'S Review, 2002)

In the NAP'S Review, Local Authorities are expected to develop social inclusion strategies, which will underpin and strengthen the National Action being taken. A key step in this regard is the establishment of pilot Social Inclusion Units in nine Local Authority areas in tandem with the RAPID Programme.

OBJECTIVE OF AUDIT:

One of the first tasks of the Unit is to identify the degree of social inclusion focus attached to the City Council's activities. This is being achieved through ongoing discussions with City Council staff and by the co-operation of each Department in the completion of this questionnaire. We would be grateful if you and your staff would take the time to complete this questionnaire.

In order to do this we need the following information:

1. **SERVICES PROVIDED AND CO-ORDINATION WITH OTHER COUNCIL DEPARTMENTS AND AGENCIES.**
2. **WORKING WITH OTHER DEPARTMENTS AND AGENCIES.**
3. **IMPACT OF YOUR ACTIVITIES UPON DISADVANTAGED GROUPS.**
4. **INDICATORS.**
5. **STAFF ROLES AND SOCIAL INCLUSION.**
6. **WORKING WITH COMMUNITIES.**
7. **CHALLENGES.**

To identify the degree of social inclusion focus in your Department it is imperative that all of the above issues are examined. Your answers to the following questions will enable us to obtain further clarification on the current extent of social inclusion focus in the activities of the City Council.

Please do not hesitate to contact us if you require further clarification about any aspect of the questionnaire.

We also would be grateful if you could forward to us copies of written reports (strategies and programmes) that your Department has recently completed.

We appreciate your co-operation in taking the time to complete this questionnaire. We look forward to working with you in the near future.

PLEASE TYPE YOUR RESPONSES AND RETURN QUESTIONNAIRE THROUGH E-MAIL

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Cork.

1- SERVICES PROVIDED AND CO-ORDINATION WITH OTHER COUNCIL DEPARTMENTS AND AGENCIES:

a. Please summarise the list of activities (including projects, programmes, strategies, and current research) that your Department is carrying out.

- List of Activities
- Relevant Agencies or other City Council Departments who are partners in the provision of this activity.
- Source of funding

2- WORKING WITH OTHER DEPARTMENTS AND AGENCIES.

The social inclusion process is very much concerned with the integration of services within Council Directorates and Departments, and how they link with external bodies.

Please identify the mechanisms and structures through which your Department liaises with other Departments and Agencies. Please list under the following headings:

- Internal Links:** Please indicate the City Council Departments that you regularly work with.
- Name of Department
 - Types of information exchanged
 - Mechanism for sharing information (e.g. informal meetings, committees)
 - Please specify Social Inclusion Element of this collaboration

Links with Other Agencies

- Name of agency
- Types of information exchanged
- Mechanism for sharing information (e.g. informal meetings, committees, networks, funding programmes)
- Please specify Social Inclusion Element of this collaboration

3- IMPACT OF YOUR ACTIVITIES UPON DISADVANTAGED GROUPS:

a. The National Anti-Poverty Strategy identifies 9 groups as being at particular risk of being in poverty. Please estimate how your Department activities contributes to meeting the needs of the following groups:

- **The unemployed**
- **Single Person Households**
- **People with disabilities**
- **Travellers**
- **Ethnic Minorities**
- **Children**
- **Lone parents**
- **Older people**
- **The homeless**

b. The National Anti-Poverty Strategy requires all Government Agencies to poverty proof their policies against specific themes. In the preparation of policies for your Department, please indicate whether they were drawn up with explicit reference to their impact on the following themes:

Poverty	Yes	No
Disability	Yes	No
Gender	Yes	No
Equality	Yes	No

If yes, please give details

c. The National Anti- Poverty Strategy sets out a programme for targeted anti-poverty actions in five key areas: educational disadvantage; unemployment, particularly long-term unemployment; income inadequacy and disadvantaged urban areas. Have any of your policy objectives been developed with particular reference to these poverty issues (Please also refer to joint initiatives with other Agencies).

d. Please give details of other disadvantaged groups or needs that your Department works with under the following headings:

- Nature of need
- How your Department meets this need

e. How do you feel your Department can benefit from the work of the Social Inclusion Unit under the following headings?

- Audit of Cork City Council Social Inclusion activities for all Departments.
- Poverty profile of Local Authority tenants and other users of Council services.
- Act as a research resource for all Departments in social inclusion related activities.
- Creation of Social Inclusion Steering Group in the City Council.
- Creation of Social Inclusion Steering Group in the City Council.
- Representation of City Council on Local Authority Anti-Poverty Learning Network.
- Training Programmes for all staff on how to 'poverty proof' policies.
- Assist Departments in developing social inclusion indicators as part of the ongoing review of their activities.
- The Social Inclusion Unit will encourage the articulation of new ideas on the delivery of Council Services from the staff and the wider community (for example new ways to make services more transparent and accessible). These will be fed to service providers within the Council.
- Publication of regular newsletter for all staff in Cork City Council and other interested groups which showcases the social inclusion work of the Council.
- Explore potential of linking Cork City Council to Best Practice Developments in other EU States.
- Explore potential of linking Cork City Council to Best Practice Developments in other EU States.
- Ensure that Cork City Council is a model of best practice for all Local Authorities in Ireland.
- Support the implementation of the social inclusion measures of the four RAPID urban development programmes.
- Support the implementation of the social inclusion measures in the forthcoming Strategy from the Cork City Development Board.

f. Can you give us examples of possible further supports that the Social Inclusion Unit could provide to your Department?

4- INDICATORS

- a. How important has the theme of social inclusion been in shaping the indicators of progress for your Department as identified in the current Corporate Plan?
- b. Could you please think of other indicators that may be used to analyse the progress of social inclusion within your Department? (for example access to services by persons with disabilities, take up of services by Travellers and other ethnic minorities).

5- STAFF ROLES AND SOCIAL INCLUSION:

- a. How many members of staff have a specific social inclusion focus in your Department?
- b. Please indicate the types of social inclusion activities that they undertake.

6- WORKING WITH COMMUNITIES

Please identify the structures through which your Department participates in community consultation under the following headings

- Location and number of offices open to the public
- Use of public meetings
- Use of public notices
- Surveys of residents
- Newsletter and Web-sites.
- Consultation with community and voluntary organisations

7- CHALLENGES

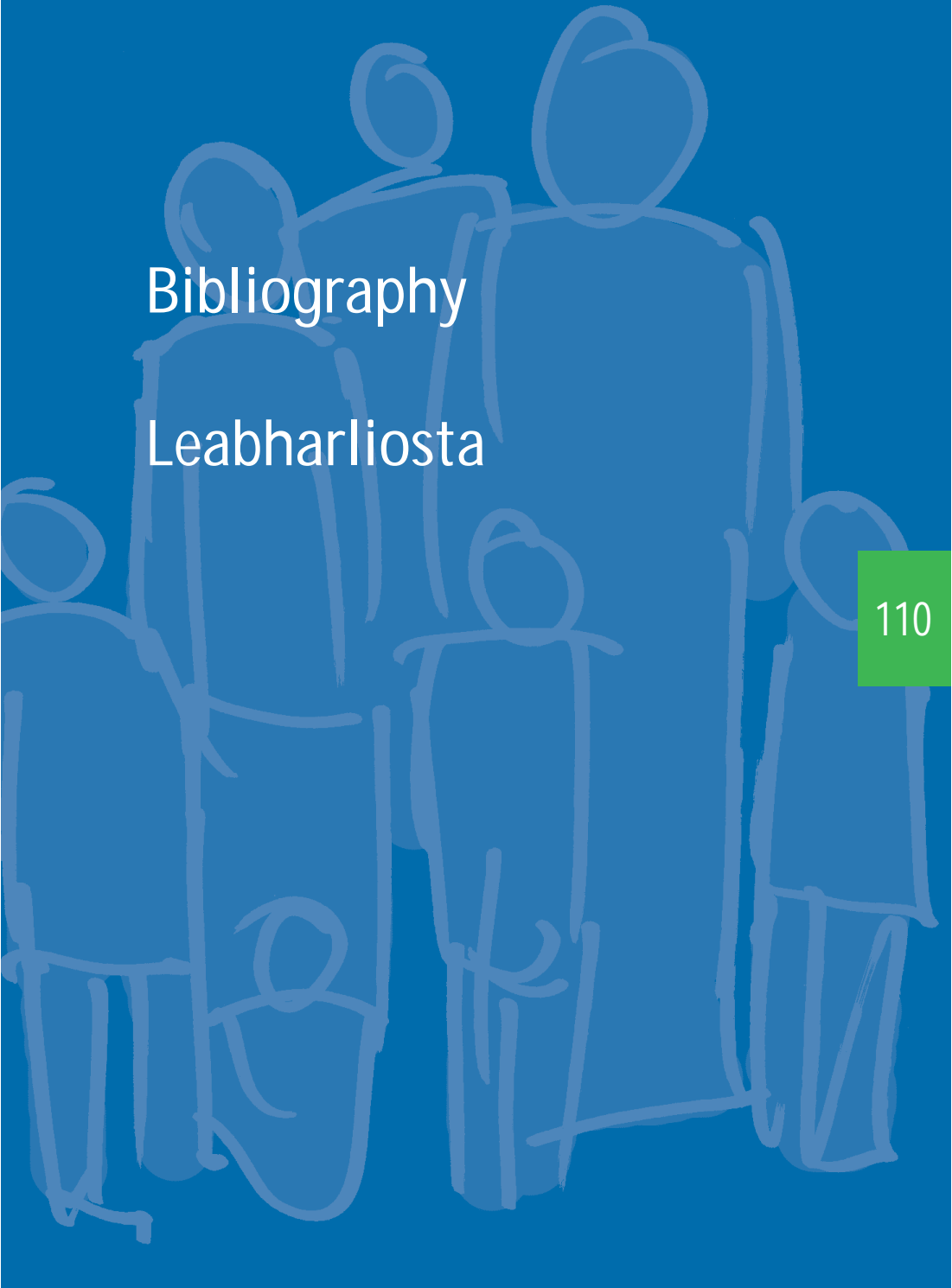
What are the main challenges facing your Department in strengthening its social inclusion focus (training, resources, time, etc).

Please include the name and telephone number of an official of your Department who would be available to clarify the information provided in this questionnaire if required.

Thank you for your co-operation

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Leabharliosta



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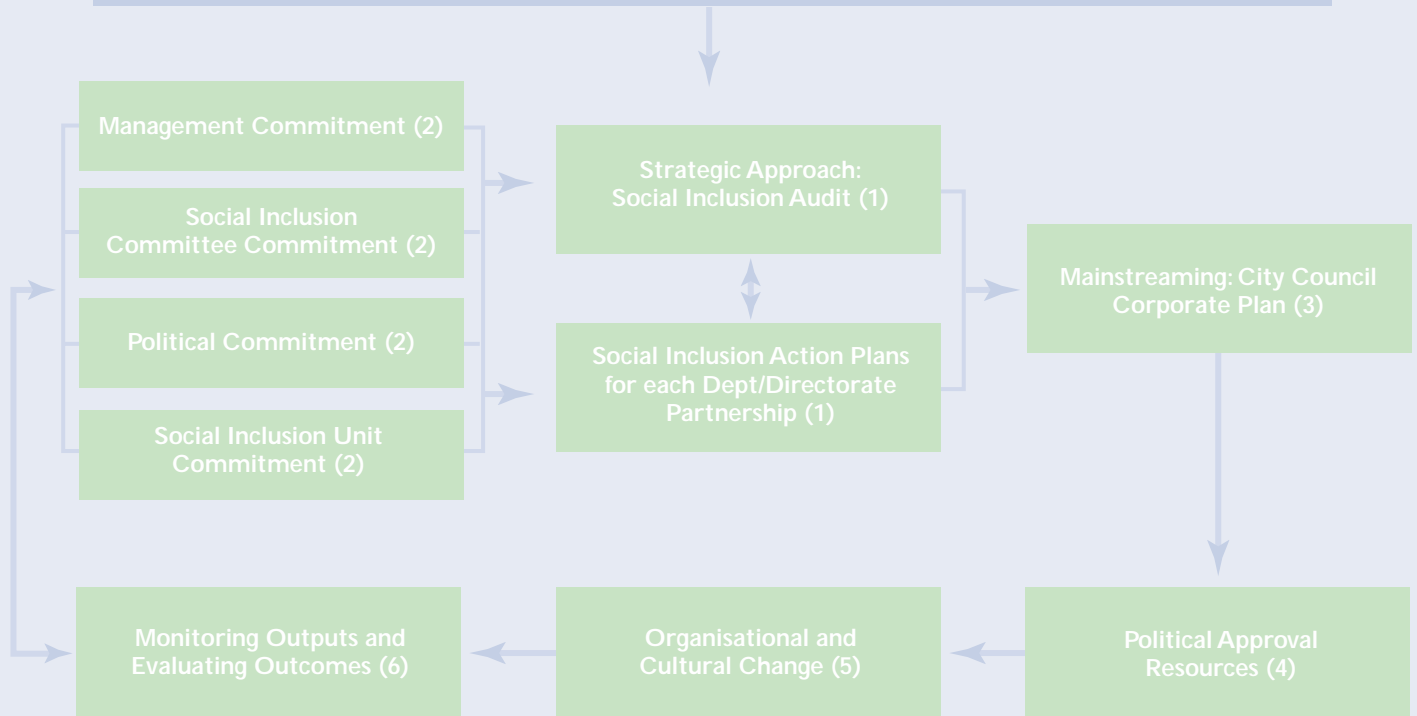
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Notes

Lined area for notes.